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TRAINING AND ORGANIZATION OF THE US ARMY RESERVE COMPONENTS

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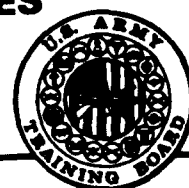


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A REFERENCE TEXT FOR TOTAL FORCE TRAINERS
AND A GUIDE TO OTHER U.S. MILITARY SERVICES
1988-1989

Prepared by the U.S. Army Training Board, Fort Monroe, VA



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HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
OFFICE OF THE DEPUTY COMMANDING GENERAL FOR TRAINING
FORT MONROE, VIRGINIA 23651-5000

REPLY TO
ATTENTION OF

This is the third edition of the Training and Organization of the US Army Reserve Components. The U.S. Army Training Board prepared the text with the goal of providing a reference manual for total force trainers. Its intent is to stimulate thought and creative training and to foster a greater understanding by all, of the Reserve Components, thereby strengthening the bonds of the Total Force Concept.

The past year has seen momentous developments for RC training in particular and the total force in general. The Reserve Component Training Strategy for the Future Task Force delivered its results to ODCSOPS, and on 18 May 1989 the Chief of Staff approved the RC Training Development Action Plan (RC TDAP). These combined efforts assure that a coherent, comprehensive strategy for training the Army's RC will be implemented over time, with some substantive changes to policies and procedures. More importantly, the RC TDAP represents a major effort to provide the means for the Army to focus more completely on the complex subject of RC training.

This text will be updated yearly in an attempt to provide to users the latest information on the organization, functions, and training systems within the Reserve Components. Your recommendations for changes or improvements for future editions should be forwarded to: Director, Plans, Operations and Mobilization Directorate, ATTN: ATTG-P, Fort Monroe, Virginia 23651-5000.

While this text is widely distributed within the Total Force, it should not be construed as an official Department of the Army publication. The text is intended for information purposes and does not set official Army policy.



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John S. Crosby

JOHN S. CROSBY
Lieutenant General
United States Army
Deputy Commanding General
for Training

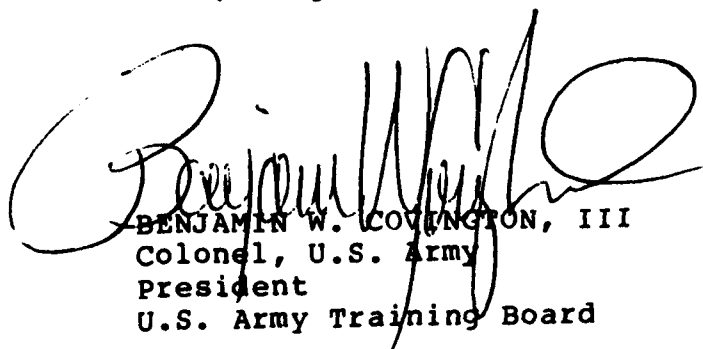
PREFACE

This revision of the Training and Organization of the US Army Reserve Components - a Reference Text was written during the Year of the Non Commissioned Officer for the purpose of providing active and reserve component personnel an easy reference designed to increase their understanding and appreciation of the organization, functions, and training environment of the Reserve Components. The text discusses the key differences between the active and reserve component training environment and focuses on a description of the organization and functions of the U.S. Army Reserve Component's personnel and training system.

This year's edition provides expanded information on the Coast Guard and Commissioned Corps of the Public Health Service, as well as updates to Air Force, Navy, and Marine Corps reserve components sections. The bibliography listing references the reader can access for further information has been retained, and the glossary of acronyms expanded. This text contains information that should be understood by all Active and Reserve Component personnel and will be of particular value to those members of the Active Component who work with the Reserve Components on a regular basis.

The text's contents are based on research into Army and subordinate Major Army Command publications, National Guard Bureau and the various state publications, texts, studies, and documents pertaining to the organization and training of the Reserve Components and discussions with trainers at the Office of the Chief of Army Reserve, the National Guard Bureau, the Training and Doctrine Command, the Forces Command, the Continental United States Armies (CONUSAs), and numerous Reserve Component headquarters and units in the field. Personnel using this text are advised that the information contained is current as of the publication date. As with all policies and procedures, they are subject to change.

This is the last edition of the reference text the United States Army Training Board will provide, as it inactivates in July 1989. Special thanks is extended to Major Jim Sutton for his efforts in putting this document together. Requests for additional copies should be addressed to: Director, Plans, Operations and Mobilization Directorate, ATTN: ATTG-P, Fort Monroe, Virginia 23651-5000.



BENJAMIN W. COVINGTON, III
Colonel, U.S. Army
President
U.S. Army Training Board

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SECTION I.

THE RESERVE COMPONENT TRAINING ENVIRONMENT

I. General.

A. The combination of factors which together ultimately describe the environment within which Army National Guard (ARNG) and United States Army Reserve (USAR) units train is complex and challenging. On the surface, the nature of the training challenge appears to parallel that of the active Army, albeit under far more time-limited conditions. Just beneath the outer layer of apparent commonality, however, lie a host of factors which drive the nature of planning, dictate the methods of managing and evaluating, and prescribe the limits within which training is and can be executed. The RC training environment is the subject of a videotape produced by the USATB entitled "The Reserve Component Training Challenge", TVT-140-6.

B. Almost everything about the Reserve Component (RC) training environment is at least somewhat, and is often significantly, different from that of the Active Component (AC). While the similarities between these two parts of the total force are important, it is the differences, and their ramifications which are critical to optimizing training. Overarching all other factors is that of time. It is literally of the essence for the RC.

C. Time. Of all the factors which impact on a Reserve Component unit's capacity to train, time is both the most crucial and the most obvious. It is generally understood that time to train is a critical factor for these units; and broadly, though less well understood, that this time is discontinuous. Reserve Component units are officially allocated 39 days per year to accomplish their training (actually minimums of 39 for ARNG and 38 for USAR). This factor has been the subject of considerable scrutiny over the last several years and additional time has been resourced for use by the RC. Various statistics indicate higher averages than the classic 39 days. While these averages are accurate, they can be misleading in that most of the additional time allocated is used by individuals, designated units, and one-time or infrequently recurring requirements (NET, NTC, REFORGER, etc.). On the ground the typical RC unit spends about 41 days per year in a collective environment for training. At best (using 240 days as a base) this means RC units have less than 1/6 the time available to their AC counterparts; at worst (using 365 days as a base) they have slightly less than 1 of every 9 days available to AC units.

1. This collective environment is divided into two parts: Inactive Duty Training (IDT) and Annual Training (AT). IDT time is allocated based on discrete periods called Unit Training Assemblies (UTA). Each UTA must, by definition, be at least 4 hours long, though they may be longer. The typical RC unit (there are selected exceptions such as aviation, nuclear and airborne units which receive more) is allocated 48 UTAs (or 24 8-hour days) per year. Whenever two or more UTA's are combined into a continuous training period, the result is called a Multiple Unit Training Assembly (MUTA). A MUTA-4, therefore, is a continuous block of four UTAs, etc.

2. The classic 39-day allocation is derived from the combination of these 24 days plus 15 days of AT. An RC soldier is paid 1 day's pay for each UTA attended, therefore, for pay purposes, one UTA equals 1 day, while one (if extended) or two UTAs equal a training day. The allocation of 48 UTAs per year conveniently divides into 12 blocks of 4 UTAs, or two 8-hour days per month. Units are not constrained to organize their UTAs in this way as regulations permit sufficient flexibility to enable them to construct variations, but most units tend to organize training on a two, 8-hour day, one weekend per month, basis. Selected weekends normally align with those of a higher headquarters.

3. The actual amount of effective training time which this allocation provides is somewhat less than it appears, for it incorporates travel time between armories/reserve centers and external training sites (local training area, motor pool, etc.), unit formations, religious services, and general administrative chores. In addition to these routine decrements, most special requirements imposed on the unit by higher headquarters, up to and including Department of the Army, which require access to, or participation by, all or most unit members must be executed during this time.

4. Annual Training (AT) consists of 14 continuous days for USAR units and 15 for ARNG. In each case, this time may be extended to 17 days (to cover all or part of travel time) without an exception to policy. AT is typically, and almost always, conducted during the summer at an RC or AC major training area. Units are not constrained to conduct AT during summer months, but the realities of life in terms of available time off from civilian jobs frequently impels units to train in the summer when thousands of citizen soldiers give up summer vacations with their families to serve with their units. During these periods units are able to assemble at higher levels than during IDT and, depending on the construct of the unit, normally go to AT in a battalion or higher configuration or in conjunction with such a unit. While AT provides the means for units to assemble and train at higher collective levels, few units have their full assigned strength available at AT as a number of their soldiers will be training elsewhere (basic/advanced training, NCOES, etc.) during the same period.

5. Training during AT is essentially continuous. Nine consecutive days of training during Annual Training (AT) has been the policy since May 1987. Some free time and time to handle administrative requirements is now favored over the mid-AT break. While 14-17 days, including travel, are allocated for AT, this does not mean that they are all available for effective training. On the average an RC unit gets no more than 11 days of effective field training out of these periods. The remainder is used for travel, pick up and turn in of equipment, administrative set up, a break period, etc. RC units participating in Overseas Deployment Training exercises are generally on AT for three weeks.

6. The time demands made of a RC soldier increase when military schooling for qualification or professional development is required. Unlike the AC, who are sent to school full-time, RC soldiers generally devote weekends and evenings in addition to their regular IDT and AT to this education.

7. Although equipment modernization and force structure changes in the AC are more than 60 percent complete, modernization and RC force structure changes have only begun in the RC, with thousands of units projected to be in transition by the mid 1990s. The average AC unit undergoing major modernization or structure change is able to attain a ready status in 6-9 months, but the transition back to a ready status for the average RC unit takes 3-5 years. Besides individual or collective training conducted in the unit in operation and maintenance of fielded systems and equipment, unit modernization includes institutional training for officers, non-commissioned officers and enlisted soldiers. Then Doctrine and Tactics Training is conducted on employment, interoperability, and management of new or displaced equipment resulting from a comparison of newer to older equipment and associated threats. The effect of these changes on RC duty MOS qualification and leader training time demands will be very significant. The Strategy for RC Training addresses the need to manage, implement, and support this change process, and manage the precious training time of the RC.

8. Finally, at the individual and personal level, there is a constant interplay between the demands for time of a soldier's unit, civilian job and family. In spite of federal laws to the contrary, the tolerance of employers for service that interferes with their interests varies considerably across the nation. Some enlightened employers like GTE have favored hiring Guard & Reserve unit members because they are better educated, healthier, and in better physical condition than the general working population. However, whenever the pressure of civilian job requirements on which their livelihood depends, or family needs interfere, the RC soldier is faced with difficult choices not experienced by their AC counterparts.

9. While there is some variation in the allocation and availability of time to an individual unit in a particular year or small groups of units over several years, the nature of the time factor for RC units is as described above and the implications for effective training are important. They are:

- a. RC units have approximately 1/6 of the time allocated to the AC to meet combat readiness requirements.
- b. Total time available to RC units is less than the apparent time available.
- c. There are practical limits to the lengths and frequencies of IDT periods.
- d. Training during IDT, with rare exceptions, is, at best, limited to the collective level of the unit occupying an individual armory/reserve center.

e. Training must be organized and managed in small, discrete and discontinuous increments.

f. High quality and intensive training management is required to extract the maximum amount of effective training time from IDT and AT.

g. Reliable long-range planning and coordination are fundamental to success.

h. Minor disruptions to carefully planned training can create major disruptions to annual training plans.

i. Discontinuity interrupts the flow of planning, coordination, and execution of training. Sustainment of skills is made more difficult.

10. The overall time constraints on RC training cannot be substantively changed as they are shaped by factors which are not likely to vary in consequential ways (employer tolerance, family time, civilian requirements, etc.). Enhancing effectiveness of training is, therefore, a qualitative versus quantitative matter for RC units. In spite of the overall time constraints, U.S. RC units have more time allocated than RC units of any allied country to include those whose immediate national survival may depend on them. On the other hand, no country's armed forces are faced with the worldwide deployability requirements or complexity of contingencies which underlie the readiness requirements of United States forces.

9. All other key factors impinging on RC unit training affect, or are affected by, the time box. One of these is dispersion.

D. Dispersion. The RC force is a dispersed force in a wide variety of ways. The 7000 + RC units in the force are based at over 4600 separate locations. At unit (battalion/separate company and detachment) level the average distance to its next higher headquarters is 105.6 miles, and it takes almost 3 hours to get there. Comparable units in the active force through brigade and frequently division level are within walking distance. At battalion level the average unit is dispersed over a 150-mile radius and some extend to over 300. Their AC counterparts are typically clustered within a mile or less of each other. At the higher levels of command (MUSARC, division), few headquarters have all of their subordinate units in the same state; many extend over several, and some cover as many as 12 states. Comparable AC units live on a single installation or on several within a few hours drive. This dispersion of RC units is dictated largely by recruiting capacities related to population densities and the ability of soldiers to get to their units for training from reasonable distances. Even so, many travel several hundred miles one way to train during IDT and some travel up to 500. This level of dispersion within units, among other things, forces commanders and many others to devote more time to moving between their units and to higher headquarters than do their AC counterparts.

1. Distance between units is only one effect of dispersion. The distances from a given unit to almost every other common training support location is also lengthier than in the AC.

On the average, RC units travel 9.2 miles to get to a motor pool, primarily to access wheeled vehicles. To access their major equipment at Mobilization and Training Equipment Sites/Equipment Concentration Sites (MATES/ECS), they travel 128.5 miles. In order to reach a collective training site, they travel 40.1 miles to the nearest Local Training Area (LTA) or 154.2 miles to the nearest Major Training Area (MTA). To go to a rifle range RC units travel 65.7 miles (only 20 percent have usable local small caliber ranges), and if an RC unit requires training devices for training, it travels 149.2 miles to draw them. All these are average one-way distances and whenever they come into play, time is used to make the trips.

2. The factors that generate the dispersion of RC units are not subject to significant change, thus approaches to mitigating the impact of dispersion cannot count on changing the dispersion itself. The impacts of dispersion on RC unit training are:

- a. Communication and coordination among and between units is made more difficult.
- b. The frequency with which units can effectively use training facilities and areas is diminished.
- c. The level of difficulty in providing support, evaluation, and other services to subordinate units is increased.
- d. The ability of next higher headquarters to influence training in person is diminished.
- e. Reaction time to change is increased.
- f. Major restructuring of forces (putting all divisions in single states, all Europe oriented units on the east coast, etc.) is precluded.
- g. Training in units is, and must be, decentralized.

3. In the active Army turbulence is a significant factor affecting training. This is also true in the Reserve Components.

E. Turbulence.

1. It is generally believed that while RC units train under some severe constraints compared to their AC counterparts, stability is the major positive offsetting characteristic. While this perception is true in straight line time comparison terms, it is false relative to available training time. In fact, RC units experience considerably more, rather than less, turbulence relative to training time than do their AC counterparts.

2. Personnel turbulence in the RC is a function both of phenomenon common to AC units such as attrition and reassignment within units, and of factors affecting turnover that are unique to the RC only, such as moves generated by civilian job changes, modernization and force structure changes, and relocation of units. In combination the generators of personnel turbulence in RC units drive an annual turnover rate, at E5 and below, of up to 50% per annum. Relative to training time available, in conservative terms, this equates to AC annual turnover rates of between 187 percent and 243 percent per year.

3. Unlike the active force, many soldiers joining an RC unit are not duty MOS qualified. Over 40 percent of them (non-prior service) have no military training on assignment and a substantial portion of the remainder (prior service) do not have MOS training in the positions to which they are assigned. The result is that approximately 70 percent of all enlisted soldiers who join a given unit each year require MOS training to qualify for the duty position to which they are assigned.

4. The extent and nature of personnel turbulence combine to face RC unit commanders with an entire set of training challenges that do not exist for their AC counterparts. They are directly responsible for managing these additional challenges, including: 1) a large scale requirement to manage MOS reclassification training, 2) a requirement to be deeply involved with recruiting for the unit, 3) a requirement to manage initial entry training (IET) for incoming untrained soldiers, and 4) the need to have an organized employer relationship program to facilitate support of time away from civilian jobs for soldier training.

5. Personnel turbulence is not the only factor involved for RC units. They are also faced, as are their AC counterparts, with a significant level of structural turbulence. RC units have historically faced a higher level of structural turbulence than the AC, as units were converted from one functional area to another (tank battalion converts to a signal battalion, etc.) due to changes generated by CINC War Plan changes. As the force is modernized and restructured, RC units, like AC units, are undergoing major structural and equipment changes based on TOE series transitions and new equipment introductions. On average, RC units will experience more of these changes over the next decade than their AC counterparts, for they will move through a larger number of systems as they transition through displaced systems, and then to modernized systems. In FY 1986, 122 RC units were activated, 18 were inactivated, and 233 underwent major conversions (about one unit of every 20 in the force). In the period 1988-1992, almost 2500 RC units will undergo one or more structural changes, and in 1989 alone over 2000 ARNG units are to receive some new or displaced equipment. Most of these changes are accompanied by a major management workload. Structural changes sometimes include the physical relocation of soldiers, but more often leave groups of soldiers where they are and convert them in place. This in-place conversion creates large scale MOS changes which then become an added reclassification training and training management challenge for the unit. In extreme cases in which units convert a scout platoon to a tank platoon or the entire unit goes from combat arms to combat support, the unit is faced with an almost completely revised set of individual and collective training requirements which will take several years (read 39+ day periods) to assimilate. Unlike their AC counterparts, they are not issued a new group of MOS qualified soldiers to start up the new organization.

6. The turbulence levels faced by RC units are significant, and they are not likely to decline rapidly or appreciably in the near term. Turbulence is a part of the training environment. The implications for training are:

- a. The overall impact of turbulence is greater on RC units than on AC units.
- b. RC units always have an irreducible minimum number of soldiers who have not fulfilled MOS qualification criteria.
- c. Records keeping and management requirements increase.
- d. The percentage of assigned strength available for training in units is reduced.
- e. Personnel turbulence generated administration is a significant training distractor in RC units.
- f. MOSQ is a major and continuous challenge.
- g. The capacity of units to manage change is challenged.

F. The Chain of Command.

1. Most active Army units respond directly to the requirements of a single, unambiguous chain of command though some respond indirectly to more than one headquarters. The chain of command for most RC units is less uniform, and they respond to more of its elements.

2. The lines of authority in the RC are complex. At DA level, the two elements (the Army National Guard and the Army Reserve) each have their own Army level staff office. The office of the Chief of the Army Reserve (OCAR) acts as a special staff advisor and manager on the Army staff, a conduit to FORSCOM on resources for the USAR and manager, through the Army Reserve Personnel Center (ARPERCEN), of the 300,000 + soldiers who serve in the Individual Ready Reserve (IRR) rather than in units. The Director of the Army National Guard (DARNG), subordinate to the Chief, National Guard Bureau (NGB), has somewhat more authority and influence with respect to ARNG units through his regulatory and funding functions. At the Major Army Command (MACOM) level, command authority over USAR units is clear--it is vested in the CG, FORSCOM; however, while FORSCOM has responsibilities and requirements with regard to ARNG units, it does not act as their command MACOM. Command responsibility for ARNG units is vested in the several state and territorial governors who execute their responsibilities through Adjutants General. Thus there is no single MACOM which has peacetime (when not in active federal service) "command" authority over the ARNG--there are 54 of them (50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia). This does not mean that there is no unifying element. FORSCOM fulfills this role for the Army, but its formal and authorized relationship to the ARNG varies from that of its relationship to the USAR. This phenomenon is the result of the dual responsibilities of the ARNG for both state and federal service and their status by federal statute during periods in which they are not

federalized (which includes both IDT and AT; AT, though not IDT, is active federal service for USAR units). The combined FORSCOM/ARNG Regulation 350-2 dated 15 May 1989, which becomes effective NLT 1 October 1989, should go far to align authority.

3. Five, RC oriented, Continental United States Armies (CONUSA) are directly subordinate to FORSCOM and execute the FORSCOM commander's responsibilities within geographic areas (multiple states and territories). Their relationship to the ARNG and USAR units is the same as FORSCOM's.

4. Below the CONUSA's and state AG's the chain of command diverges into USAR and ARNG commands. These commands, are primarily area based. The names and structure of higher commands differ between the ARNG and USAR. In the ARNG with its preponderance (over two-thirds) of combat arms units and consolidation of units within single states, commands tend to follow standard Army structure. The primary exceptions to that structure are State Area Commands (STARC) and/or Troop Commands. These organizations usually act as the peacetime headquarters for those units which are not organic to brigade or equivalent units located within the state. Even in the ARNG, structure and command is not simple. Seven of the ten ARNG divisions are split between two or more states, thus several state AG's oversee the training of elements of these divisions. The wartime headquarters of units in the STARCs or Troop Commands are in the active Army, another state or the USAR.

5. The command structure in the USAR is more complex and less internally consistent with respect to mobilization missions. The USAR, with its preponderance of CSS units (almost 60 percent) and CS units (slightly less than 25 percent), cannot organize for training along classic lines as easily as the ARNG. A large number of USAR units are organized at the separate company, platoon/detachment level and their mobilization headquarters are spread throughout the force. In addition to the general diversity and lesser coherence of USAR units in general, many groups of them have few and some have no AC counterparts. Some types of units exist exclusively in the USAR and others comprise a large majority of their type in the total force.

6. USAR commands subordinate to CONUSA's are called Major U.S. Army Reserve Commands (MUSARC). These commands are normally authorized a major general, and they report directly to a CONUSA CG. They equate, for command purposes, to division level units in a corps. MUSARC's consist of Army Reserve Commands (ARCOM) and General Officer Commands (GOCOM). All ARCOM's are MUSARC's, but only some GOCOM's are MUSARC's while others (18) are subordinate to an ARCOM. This system is somewhat less confusing in the USAR than outside of it. The larger commands in the USAR are, with the exception of some of the GOCOM's, organized along geographic versus functional lines in order to reduce span of control. The result is that most MUSARC's are responsible for a wide variety of units whose principal common denominator is that they are based within a pre-described geographic area. Commanders at this level and their subordinate commanders,

many of whom face similar diversity, are faced with a complex training management and evaluation challenge generated by the diversity of units and unit missions for which they are responsible.

7. The RC chain of command is not the only one to which unit commanders must respond. WARTRAIN, CAPSTONE, roundout and other interface programs place varying degrees of responsibility for responsiveness and compliance on RC units. In the ARNG almost all units have some responsibilities to the state with regard to state, versus federal, missions. It may be reasonably stated that the chain of command in the RC is more complex, diverse, and difficult to deal with than it is in the active force. The consequences for training are:

- a. Senior commanders, particularly in the USAR, face unique training management challenges.
- b. The potential for disconnects in training guidance is increased.
- c. Quality control and evaluation of training is made more difficult.
- d. The creation of balanced training programs which satisfy multiple headquarters is more difficult.

II. Conclusion.

A. An examination of key aspects of the RC training environment could, taken in isolation, lead to the conclusion that the complexity of the training challenge exceeds our ability to deal with it, or that we cannot sustain acceptable levels of readiness in RC units. Those conclusions would be inaccurate. It is accurate, however, to conclude that the training challenge for RC units is unique in many ways and that the RC training environment demands training approaches which are unique, creative, and practical. It is equally important to realize that the business of meeting that challenge is evolutionary and that it began some time ago.

1. CAPSTONE and its subordinate and related programs which interface active and RC units and individuals have responded to a key need identified in 1971.
2. Readiness groups throughout the country work with RC units on a daily basis.
3. RC units are at the beginning of a major modernization effort.
4. A The Strategy for RC Training features approaches to training that are aligned with realistic expectations and needs within the RC training environment. It balances RC and AC needs and focuses centrally on leader training. It concentrates on developing competent soldiers -- the element essential to victory on the battlefield.

SECTION II.

HOW THE US ARMY RC WORKS

I. History/Purpose.

A. The Reserve Component (RC) of the Army consists of the Army National Guard (ARNG) and the U.S. Army Reserve (USAR). Their purpose is to provide trained units and individuals to augment the Active Component (AC) in time of war or national emergency. Service in either of these components, as well as the AC, is completely voluntary. Both reserve components have Federal missions; however, the ARNG is unique in that it also has a State mission. The State mission is to provide organized units, equipped and trained to function effectively in the protection of life and property and the preservation of peace, order, and public safety under competent orders of Federal or State authorities. The State retains command of any unit not in Federal service. The chain of command differs between the ARNG and the USAR. However, both the ARNG and USAR are fully integrated into the Total Army and have wartime missions.

B. Historically, the Army National Guard is the oldest military force in the United States - tracing its origin back to the Old North, South, and East Regiments of Massachusetts, formed in 1636. Many modern National Guard organizations in the eastern states can trace their lineage back to these regiments which also fought alongside the British in the French and Indian campaigns. Later, many of these same militiamen were arrayed against British regiments as the emerging nation decided to break away from English rule. The militia organizations first answered the call on what might be termed a "large scale" when George Washington called for troops to fight the British in the American War for Independence. Known in earlier years as the Volunteer Militia, the Guard acquired its present name in 1825 when a New York militia unit renamed itself in honor of Lafayette, the Revolutionary War hero, who commanded France's famed Garde Nationale. The designation gradually spread until it had been adopted nationwide by the beginning of this century. Under the National Defense Act of 3 June 1916, the organized militia was officially reestablished as the National Guard, and the organization was made to conform to that of the Regular Army. It was not until 1933 that the title "Militia Bureau" was changed to National Guard Bureau.

C. The National Guard has participated in all U.S. wars and conflicts from the Revolutionary War to Vietnam and is entitled to nearly every one of the 168 campaign streamers on the Army flag. During this century, the Army National Guard has been involved in five Federal mobilizations to augment the Active Army. They are World War I, World War II, Korea, the Berlin mobilization, the 13 May 1968 mobilization initiated by the Pueblo incident, and Vietnam.

D. The history of the U.S. Army Reserve, the Nation's largest military Reserve Component, officially began in 1908 when Congress created the Medical Reserve Corps. Further legislative acts established other reserve entities which were all brought together under the National Defense Act of 1920 following World War I. In World War I, 16,000 members of the Reserve entities were called to duty. The 26 Organized Reserve Corps (ORC) divisions and support units organized after World War I were mobilized for World War II. In all, the World War II mobilization brought to active duty more than 132,000 Reserve officers and enlisted personnel. During the Korean Conflict, more than 245,000 Army Reservists were called to active duty, representing 64 percent of the RC troops mobilized. During the Berlin crisis of 1961, 75,000 Army Reservists were called to active duty for a period of one year. In 1968, the Army Reserve was once again called upon to augment the active Army, then fighting the Vietnam War. Of the 45 company/detachment size units called to duty, 35 served in Vietnam.

II. Organization and Functions.

A. Organization.

1. Approximately 52 percent of the Total Army military manpower is in the Reserve Component. Reserve Component strength is further divided between the ARNG and USAR. Forty-three percent of the RC manpower is in ARNG units and another 30 percent is in USAR units. While ARNG units are predominantly combat arms, USAR units tend to be combat support and combat service support. The remaining 27 percent of the RC manpower is in the Individual Ready Reserve.

2. Service in the Reserve Component can be in either the ARNG or USAR, actively or inactively, in a unit or in an IRR manpower pool, or in a combination of these categories (Annex A). Regardless of the service an individual soldier serves in upon enlistment, appointment, or commissioning, anyone joining the Armed Forces of the United States incurs an 8-year military service obligation (MSO). As explained later, this service may be either all in the Reserve Component, or partially in the Reserve Component and partially in the Active Component. Within the RC, there are three major categories: the Ready Reserve, the Standby Reserve, and the Retired Reserve.

a. The Ready Reserve is composed of military members of units of the USAR and ARNG, organized in units, or as individuals, liable for recall to active duty (AD) to augment the AC in time of war or national emergency. During peacetime, all members of the RC except the National Guard may be required to serve on active duty training (ADT) up to 30 days a year (10U.S.C.270(a)(2)). The Ready Reserve consists of three subcategories: the Individual Ready Reserve (IRR), the Inactive National Guard (ING), and the Selected Reserve.

(1) The IRR consists principally of a manpower pool of individuals who have had military training and have served in the active component or in the selected reserve, and have some MSO

remaining. Members of the IRR not scheduled for mandatory or voluntary training are required to serve at least 1 day on AD each year for annual screening. Annual screening includes the status of each IRR member's physical condition, dependency status, military status, civilian occupational skills, availability for service, and a determination of skill proficiency degradation. Members of the IRR are considered to be trained or untrained. Trained IRR members are those who have transferred from the active component or the selected reserve within one year, have been screened within one year, deemed trained and mobilizable, and those who have performed two weeks of active duty in the past year. Untrained IRR members are unlocatable, not considered trained or mobilizable, or anyone whose status is unknown. The IRR is accounted for by control groups Annual Training, Reinforcement, Officer Active Duty Obligator (OADO), Control Group Delayed, Control Group ROTC, and Control Group Delayed Entry. Qualifications for each group are as follows:

- Control Group Annual Training (AT) is comprised of officers and enlisted soldiers who have less than 36 months credited active duty time, and have not completed their 8-year obligation. These personnel have a training obligation and may be required to take part in Annual Training (AT) when so directed.

- The Reinforcement control group is composed of soldiers who may or may not have completed their MSO but either have more than 36 months credited active duty, or two years active duty and one year in a ARNG or USAR unit. They do not have a mandatory training requirement.

- The Officer Active Duty Obligator group is composed of soldiers who have completed ROTC, but have not entered active duty upon their appointment (e.g., those who have been deferred for additional civilian schooling). They will not be involuntarily required to train without direction of HQDA.

- Control Group Delayed consists of Ready Reserve members (enlisted) other than those in Control Group Delayed Entry, whose initial entry on AD or ADT is delayed and who are not required by law or regulation to train during the time of delay. They may voluntarily train in an attached status with a USAR unit, without pay but for retirement points.

- Control Group ROTC consists of college students enlisted in the USAR for enrollment in the Senior ROTC advanced course or scholarship program. While assigned to this group, control group ROTC Personnel are exempt from an involuntary order to active duty (AD), except during a period of mobilization.

- Control Group Delayed Entry consists of members enlisted under AR 601-210. They are in a nonpay status and will not take part in reserve training. This group will be organized and administered by the CG, USAREC. While assigned to this group, enlisted members are exempt from an involuntary order to AD except during a period of mobilization.

(2) A second category of the Ready Reserve is the Inactive National Guard (ING), whose members are National Guard personnel in an inactive status not in the Selected reserve, but are attached to a specific ARNG unit. They do not participate in unit activities, but upon mobilization, they would mobilize with their units. To remain members of the ING, such individuals must muster once a year with their unit. Some reasons for an ARNG soldier to transfer to the ING include change of residence, physical disability, and incompatibility of military duties with civilian employment. Members of the ING retain federal recognition, and are subject to immediate involuntary mobilization in time of federal or state emergency.

(3) The third category of the Selected Reserve consists of Selected Reserve units, trained individuals, and a training pipeline (nondeployable account).

-Selected Reserve units in the Army RC are operational units, i.e., retain their identity upon mobilization, and their members serve with who they have trained. These are USAR Troop Program Units (TPUs) and ARNG Units, whose trained unit members participate in unit training activities on a part-time basis (See Section VIII). Full-time unit support personnel who are subject to being ordered to active duty with Selected Reserve units are accounted for here, including Military Technicians, Active Component soldiers, Active Guard Reserve in units, and Simultaneous Membership Program cadets (See Section IX).

-Individual Mobilization Augmentees (IMA) are trained individuals preassigned to an active component, Selective Service System, or Federal Emergency Management Agency billet which must be filled shortly after mobilization. IMAs participate in training activities on a part-time basis with an active component in preparation for recall during mobilization (See Section VII).

-Active Guard/Reserve (AGR) personnel of the USAR are in this category of trained individuals. They are ordered to active duty in an active component organization with their consent for the purpose of organizing, administering, recruiting, instructing or training the RC. All members of the ARNG who serve in a similar AGR capacity are assigned to their state STARC, and are attached to the active component organization. (See Section IX)

-Training Pipeline (non-deployable account) individuals include Selected Reserve personnel who have not yet completed initial active duty training, are awaiting initial active duty training, are awaiting the second part of split initial active duty training, and other Selected Reserve untrained personnel in training programs. These personnel are accounted for separately, for although they may be mobilizable, they have not completed 12 weeks of training commensurate with their wartime assignments, thus may not be deployed with their units (10U.S.C.671).

b. The Standby Reserve is a pool of trained individuals who could be mobilized if necessary to fill manpower needs in specific skills in time of war or other national emergency declared by congress, or when otherwise authorized by law. The Standby Reserve consists of Active, Inactive, and Ineligible Control Groups. Although they are not required to take part in training, members of the Standby Reserve Active may voluntarily take part in reserve training, but without pay or travel allowances. They may earn retirement points and enroll in military school courses to qualify for promotion. Those in the inactive group are not authorized to participate in reserve duty training for retirement point credit or promotion purposes.

personnel who: (1) The Active Control Group is composed of

- are key employees.
- have temporary extreme hardship.
- are health profession graduate students.
- have a medical disqualification for a temporary period of 6 months to 1 year.
- are theological students who have a service obligation and requested transfer which has been approved.
- have a missionary obligation.
- have completed their Ready Reserve obligation.

(2) The Inactive Control Group is composed of:

- key employees who have not requested transfer to the standby active list.
- theological students who do not have a service obligation.
- general officers who no longer occupy positions of equal or higher grade.

(3) The Ineligible Control Group consists of those personnel assigned to the Standby Reserve who are exempt from active duty during a mobilization because of extreme personal hardship not to exceed 60 days.

c. The Retired Reserve is composed of those soldiers in the below listed categories. They must request transfer to this control group when eligible if they:

(1) are entitled to receive retired pay from the Armed Forces because of prior military service.

(2) have completed a total of 20 years of active or inactive service in the Armed Forces.

(3) are medically disqualified for AD resulting from a service-connected disability.

(4) have an appointment rendered on the condition that the soldier immediately apply for transfer to the Retired Reserve.

(5) have reached the age of 37 and completed a minimum of 8 years of qualifying Federal service.

(6) have reached the age of 37, completed a minimum of 8 years of qualifying Federal service, and served at least 6 months of AD in time of war or national emergency.

(7) have completed 10 or more years of active Federal commissioned service.

(8) are medically disqualified, not as a result of own misconduct, for retention in an active status or entry on AD, regardless of the total years of service completed.

B. Functions.

1. The Reserve Component receives its authority from Title 10, U.S. Code, which contains the general and permanent laws governing the Armed Forces. Various sections of Title 10 establish and govern the RC. Specific provisions of the Code pertaining to the Army and Air National Guard are contained in Title 32 of the U.S. Code. The National Guard is activated to federal service for overseas exercises and deployments.

2. The role of the Reserve Component, as stated in Section 262, Title 10, is to provide trained units and qualified persons available for active duty in time of war, national emergency, or when national security requires. Title 32 further states that Army National Guard units shall be ordered to Federal active duty and retained as long as necessary whenever Congress determines they are needed. These basic roles are further defined through policy statements.

3. To understand how the Reserve Component functions, one must start with Congress. Empowered by the Constitution, Congress decides what military activities the Federal government will pursue and at what level they will commit funds to support these activities. Congress reviews the annual budget submitted by the President and controls military expenditures by enacting

authorization and appropriation legislation. The review touches on a wide range of national security issues.

4. The two most significant committees in both houses of Congress that deal with the issues of military activities and their funding are the Armed Services Committee and the Appropriations Committee. The Armed Services Committees have responsibility for recommending to their respective Houses of Congress legislation that expresses policy objectives for the military, and recommend how much money should be authorized to support these policies. The Appropriations Committee of each House considers the recommendations of its Armed Services Committee, and recommends to its House appropriations for legislation. Differences between the amount of money appropriated by each House of Congress for military spending are resolved by a joint committee. This agreed upon amount goes back to both Houses for passage.

5. Certain areas such as pay and allowances and officer promotions are controlled closely, while other areas such as force structure are reviewed only occasionally. The 101st Congress is very concerned about the cost of maintaining the 770,000 active army, and is considering directing force structure realignment to reassign active units to the Guard and Reserve. One of the most significant Congressional actions is establishing and approving the annual strength authorizations. Strength authorizations of the ARNG and USAR are proposed by the Armed Services Committees of both Houses. Although minimum average strength floors are established, Congress has been known to appropriate less money than needed to fund the authorized strength. The Congress assumes the national security risk of reduced readiness posed by providing funding for lower than required strength levels of full time support personnel in the Guard and Reserve.

6. Although not part of the formal RC management structure, there are numerous civilian organizations and associations in addition to the Congressional committees which have a measurable effect on all issues pertaining to the Reserve Component by actively proposing legislation and through lobbying influence at the Congressional level. Annex B lists several of these organizations.

7. Although appropriations are made by Congress, line authority flows to the Department of Defense (DOD) from the President of the United States (Annex C). The Secretary of Defense, a member of the President's Cabinet, has overall responsibility for the Total Force. Specifically within the DOD, the Assistant Secretary of Defense (Reserve Affairs) is vested with the overall responsibility for its Reserve Components. In addition, the formally convened government board called the Reserve Forces Policy Board (RFPB) acts as an advisor to the Secretary of Defense on all RC matters. The RFPB includes a civilian chairman, the Assistant Secretaries (Manpower and Reserve Affairs) of each service, the Reserve Force Policy Board of each service, and one Active Component general or flag officer from each service.

8. Organized under DOD since 1972, the National Committee for Employer Support of the Guard and Reserve operates to promote better relations between civilian employers and local ARNG and USAR units. The committee has been quite successful in resolving employer/employee misunderstandings arising from RC service. It operates on an informal basis with the goal of assuring individuals the freedom to participate in training without job impediment or loss of earned vacations. The National Committee is a joint services committee headed by a National Chairman, whose full-time membership is comprised of 26 RC and AC, Army and Air force members, and 4 civilians. There are four functional areas within the committee: administration, public affairs, field operating agency (5 regions with 8-12 states in each) and an Ombudsman which handles employee/employer rights. State level committees are organized in similar fashion but are staffed by volunteers, and their size varies with each state. Overall, there are 55 state level committees manned by 3,000 - 3,500 volunteers.

9. From the Department of Defense, authority flows next to each service department. Within the Department of the Army (DA), overall responsibility for the Total Army lies with the Secretary of the Army. Specifically, overall responsibility for the RC is vested in the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)). The Assistant Secretary of the Army for Manpower and Reserve Affairs is responsible for exercising supervision and direction on matters pertaining to the formulation, execution, and review of Army policies, plans, and programs including the establishment of objectives and appraisals of performance as they pertain to the Reserve Components. Assisting the Assistant Secretary of Army (M&RA) is the Office of the Chief of Staff of the Army (CSA). The Vice Chief of Staff of the Army (VCSA) serves as a staff focal point for the Reserve forces. In this regard, he works closely with three coordinating agencies that impact on the RC. These agencies are the Deputy Chief of Staff of Operations, the Army Reserve Forces Policy Committee, and the Reserve Component Coordination Council.

10. The Army Reserve Forces Policy Committee (ARFPC) is in the Office of the Secretary of the Army and is the Army representative that participates at DOD level as part of the Reserve Forces Policy Board. The ARFPC, according to Title 10, U.S. Code, will review and comment upon major policy matters directly affecting the Reserve Components of the Army or on mobilization preparedness of the Army. Comments are submitted to the Secretary of the Army, through the OCSA and the ASA(M&RA). The committee consists of 15 officers in the grade of colonel or above:

a. five members of the Regular Army on active duty with the Army General Staff;

b. five members of the Army National Guard of the United States not on active duty; and

c. five members of the Army Reserve not on active duty. Also included are representatives from TRADOC, FORSCOM, and AMC. The Director of the Army Staff serves as the committee monitor.

11. The Reserve Component Coordination Council (RCCC) reviews progress on Reserve Component matters related to readiness improvement, ascertains problem areas, issues and coordinates requisite tasking to the Army Staff, and reviews the progress of staff efforts. The Council is chaired by the VCSA and membership includes selected general officers from the Army Staff, the Chiefs of the National Guard Bureau and Army Reserve, the Director of the Army National Guard, the FORSCOM Chief of Staff, the TRADOC Deputy Commanding General for Training, and the Deputy Assistant Secretary of the Army for Reserve Affairs and Mobilization.

12. The Deputy Chief of Staff for Operations (ODCSOPS) is responsible for developing unit and individual training policies and procedures for the Active Army, the Army National Guard, and the Army Reserve. Within the ODCSOPS, the Training Directorate has overall responsibility for monitoring and managing the implementation of the RC Training Development Action Plan (RC TDAP), and the strategy for training the Army's RC. The ODCSOPS conducts a RC Training Management Review (TMR) the first quarter of each FY for the VCSA, to examine the status of RC training, provide a systemic assessment and analysis of factors affecting RC readiness, and to gain VCSA decisions and support on critical systemic issues. Responsibility for RC individual training policies and procedures overlaps between ODCSOPS and ASA(M&RA).

13. The Office of the Chief of the Army Reserve (OCAR) is a special staff office at DA. The Chief, Army Reserve (CAR) serves as the DA advisor on Army Reserve affairs but must coordinate actions concerning Army Reserve units through the CG, FORSCOM who commands and is directly responsible for the training of USAR units. The CAR is full-time, is appointed by the President, with the advice and consent of the Senate, and holds the rank of Major General in the Army Reserve. The functions of the Chief, Army Reserve are:

a. Advises the Army Chief of Staff (CSA) on all matters pertaining to the development, training, mobilization, readiness and maintenance of the Army Reserve.

b. As the Director of Army Reserve appropriations, provides guidance for the development and execution of Reserve personnel, Army (RPA); Operation and Maintenance, Army Reserve (OMAR); and Military Construction, Army Reserve (MCAR) appropriations.

c. Advises the Army staff in formulating and developing DA policies affecting USAR.

d. Monitors the implementation and execution of approved plans, policies and programs pertaining to the USAR.

d. USAR representative in relations with governmental agencies and the public.

e. In coordination with appropriate Army staff elements, recommends, establishes and promulgates DA policy for training the USAR.

f. Assists in development of policy and plans for mobilization of the USAR.

g. Assures that effective liaison is maintained with field commands; USAR units and individuals; and public and private organizations and associations with respect to the Army Reserve.

h. Provides guidance for the development, implementation and operation of management information systems for the USAR.

i. Serves as a member of the Budget Review Committee, the Program Guidance and Review Committee, the Select Committee, and the Reserve Component Coordination Council.

j. Represents the USAR on other DA and OSD committees as required.

k. Provides guidance for the management and administration of both the Army Reserve General Officer and Active/Guard Reserve (AGR) personnel management systems.

14. Under the OCAR and charged with the responsibility of managing those USAR personnel not in USAR units is the Army Reserve Personnel Center (ARPERCEN). ARPERCEN is a field operating agency of the OCAR. The mission of ARPERCEN is to:

a. Provide command and control of the IRR.

b. Prepare for mobilization and mobilize required numbers of trained individual reservists and retired personnel to enable the Army to successfully wage war.

c. Administer the USAR Active Guard/Reserve (AGR) and IMA programs.

d. Manage the professional career development of officer and enlisted members of the USAR.

e. Manage OPMS and EPMS for the Army Reserve.

f. Develop Army Reserve data for the Army Planning, Programming, Budgeting, and Execution System (PPBES).

15. The National Guard Bureau (NGB) is the National Guard counterpart to OCAR. It is both a staff and an operating agency. As

a staff agency, it represents the interests of the National Guard with the Departments of the Army and Air Force. The Chief, NGB (CNGB) reports to the Secretaries of the Army and Air Force through the respective Chiefs of Staff, and is their principal staff advisor on National Guard affairs. The Chief of the National Guard Bureau is a Lieutenant General.

16. As an operating agency, the NGB is the channel of communication between the states and the Departments of the Army and Air Force. This means that the CNGB must deal directly with the state governors and The Adjutants General (TAGs). Although he has no command authority in these dealings, cooperation is facilitated through NGB's responsibility for and control of federal funds, end strength, equipment, force structure programs, and by authority to develop and publish regulations pertaining to ARNG even when not federally mobilized. The function of the NGB is to formulate and administer programs for the development and maintenance of National Guard units in accordance with Army and Air Force policies.

17. A major office within the NGB is the Office of the Army National Guard. The Director of the Army National Guard (DARNG) formulates the ARNG long-range plan, program, and budget for input to the Army staff, and administers the resources for force structure, personnel, facilities, training, and equipment for the CNGB.

18. Command of the ARNG when not in active Federal service is vested with the governors of the states and territories. The governors exercise command through their respective Adjutants General. The state Adjutant General (TAG) is a state official whose authority is recognized by Federal law. The TAG, who may be either an Army or Air Force officer, is normally appointed by the governor but in certain instances is elected, or appointed by the President. The grade authorized is normally Major General.

19. In peacetime, TAGs manage both state and federal resources in support of the National Guard. Their staffs include both state and federal employees. The individual ARNG commanders under the TAG are responsible for training their units in peacetime. To assist the TAG with mobilization, a State Area Command (STARC) is organized within each state. The STARC has command and control of ARNG units during mobilization, and is charged with initial postmobilization command and control of mobilized ARNG units until the units arrive at their mobilization station.

20. The ARNG consists of predominantly combat units. The majority of ARNG forces are assigned to five infantry divisions, two mechanized infantry divisions, two armored divisions, one light infantry division, four Roundout divisional brigades, 14 separate combat brigades, and four armored cavalry regiments.

21. For USAR units, after the Department of the Army level, authority goes directly to Forces Command (FORSCOM). FORSCOM was established to command the Army's combat, combat support, and combat

service support elements in CONUS, both Active and USAR. FORSCOM commands all TO&E, TDA, and Reinforcement Training Units (RTU) of the USAR. FORSCOM provides training criteria and is responsible for the evaluation of training in the ARNG. Joint FORSCOM/ARNG Reg 350-2 establishes training criteria and directives for the RC, both USAR and ARNG. During mobilization, FORSCOM is responsible for preparing and executing the mobilization plans of both USAR and ARNG units. FORSCOM's training management role for the Reserve Component is better recognized when it is more clearly understood that FORSCOM is the authoritative pinnacle for training and evaluating over 5600 USAR and ARNG units.

22. From FORSCOM, authority flows to five Continental Armies (CONUSAs). The CONUSAs' primary mission is RC Readiness, and they are organized to command USAR units and support and train the ARNG and USAR in their respective geographical regions. The CONUSAs ensure the mobilization preparedness of RC units. This includes mobilization training, exercises, and a review of mobilization files, alert, and movement plans. Training and mobilization requirements make it necessary that the CONUSAs coordinate between components, across command boundaries (state boundaries for ARNG), and with State governors, government officials, and civilian aides to the Secretary of the Army. Additionally, CONUSAs support other missions and activities such as civil disturbance, disaster/relief, and ceremonies in their region by the tasking of both USAR and ARNG units.

23. The five CONUSAs command 20 subordinate Army Reserve Commands (ARCOMs) and 27 General Officer Commands (GOCOMs). ARCOMs and GOCOMs that report directly to CONUSA headquarters are also designated as Major U.S. Army Reserve Commands (MUSARCs).

24. An ARCOM commands USAR units located in a specific geographical area. The command is authorized a Major General as commander. A GOCOM has similar responsibility and authority, but is primarily organized along functional lines, and with some geographical command and control units. Some examples of GOCOMs are training divisions, engineer commands, corps support commands, and maneuver area commands. GOCOMs can be assigned to ARCOMs or report directly to the CONUSA. Of the 45 GOCOMs, 18 report to ARCOMs.

25. The make-up of the USAR covers the entire spectrum of possible type units. It includes some types of units, such as railroad units, that are not found in the active component. The USAR's diverse organizations include three separate combat brigades, combat support, and combat service support units, 12 training divisions who conduct Basic Combat Training (BCT), Advanced Individual Training (AIT), and/or One Station Unit Training (OSUT), 2 Maneuver Area Commands (MAC) who write and conduct brigade, group, and higher unit CPX's and FTX's, 9 Maneuver Training Commands (MTC's) who write and conduct battalion and lower unit ARTEP, CPX, and FTX, Army garrisons who upon mobilization would staff a post, and 90 USARF schools that conduct enlisted MOS courses, special courses, Officer Advanced, and CGSC courses. The USAR also has non-unit personnel who are organized in the several control groups, as explained above.

III. RC Compensation System.

A. Unlike the RC in any other country, the U.S. Guardsmen and Reservists must be prepared to undertake a global mission, employing extremely complex equipment. The ability to meet these requirements demands an enormous amount of time from an individual whose primary concerns must be with his family and civilian career/occupation. Except for those personnel who have not completed their 8-year obligation, or are not exempt from mandatory participation for one of various reasons, participation in the RC is voluntary. To ease the burden on soldiers and to provide an incentive to join, a RC compensation system similar to, but in many ways different from, the AC system has been devised.

B. RC personnel receive compensation in two ways: monetary compensation and retirement points. Monetary compensation is direct pay for the number of training periods or days worked depending on the type of training conducted. Retirement points are part of a complex deferred compensation system that allows qualifying members to draw retired pay at age 60. The individual's retirement point year is determined by the anniversary of the soldier's entry into military service. To receive retired pay, a member must be 60 years old, have completed at least 20 years of qualifying service, and served his last eight years of qualifying service as a member of the Reserve Component. A service member must earn a minimum of 50 retirement points (up to a maximum of 365) each retirement year to have that year credited as qualifying service. Retirement pay is computed based on the total number of retirement points earned during the soldier's career.

C. In units, subunits, and for individuals performing duty pertinent to the wartime mission of the unit, pay and retirement points are based on the number of paid inactive duty training (IDT) periods, also known as Unit Training Assemblies (UTAs), attended, and attendance at annual training (AT). Multiple IDT periods (MIDTPs) are encouraged to maximize the effectiveness of training, so normally units accomplish their authorized 48 UTAs during Inactive Duty Training (IDT) in MIDTPs of 4-IDT periods (also known as MUTA-4s) monthly. An IDT or UTA is a scheduled training assembly at least four hours long including roll call and rests. Unit members may be paid for IDT performed as Equivalent Training (ET) or Rescheduled Training (RST) in lieu of or as part of a UTA/MUTA, or when attending a make-up assembly. Additional IDT periods, intended for the use of non-technician RC members, fall into three categories:

-Additional training periods (ATPs), also known as Additional Training Assemblies (ATAs), for units, subunits, and individuals are authorized up to 12 per fiscal year per member to accomplish additional required training as defined by a unit's wartime mission.

-Additional flight training periods (AFTPs) are authorized for primary aircrew members for conducting aircrew training, combat crew qualification training, and to attain and maintain aircrew flying

proficiency and maintain mobilization readiness. The number of AFTPs authorized aircrews depends upon the unit mission and the member's position within the unit. AFTPs may not be in addition to ATPs, and may not exceed 48 per fiscal year without authorization from the Secretary of the Army.

-Readiness Management Periods (RMPs), also known as Readiness Management Assemblies (RMAs), are used to support the day-to-day management of the unit, e.g., unit administration, training preparation, support activities, and maintenance functions. Designed to be used only when sufficient full-time personnel are unavailable to accomplish these duties, RMPs are limited to 24 per fiscal year per member, and may not be performed on the same calendar day as another training period.

D. Retirement points are a significant incentive for the RC member, for as deferred compensation they have no current income tax impact, yet provide a modicum of security for the member at age 60, and if when eligible for retirement he elects a spousal annuity, for the member's spouse as well. A unit member soldier receives one day of base and any incentive pay and one retirement point for each UTA successfully attended, and one day of pay and allowances and one retirement point for each day of AT, so usually a unit member receives 63 day's pay annually. In summary, the member receives 48 retirement points for IDT, plus 14/15 points for AT, plus 15 points for being a unit member, for a theoretical total of 78 points. Inactive retirement points may be earned by participation in correspondence courses also, but these and IDT and membership points are capped at 60 points for retirement credit, thus an individual unit member who participates in every drill and AT is credited with only 74/75 retirement points. Unit members may also earn additional pay and retirement points by volunteering for the various numerous additional active duty training opportunities offered.

E. Non-unit personnel in the various control groups receive compensation for performing annual training (AT) or active duty training (ADT). They receive one day of pay and one retirement point for each day of active duty performed. Those non-unit members who have an obligation to train at least 12 days a year would receive 12 days active duty, entitling them to 12 days pay and allowances and 27 retirement points (including 15 points for being an active RC member). These personnel must still volunteer for additional training in order to earn enough points for a qualified retirement year. Those personnel in a non-obligated training category would receive 15 points for being an RC member but would have to volunteer for all training to earn enough points for a qualifying year. IDT periods for points only (without pay) must be at least 2 hours long, with a maximum of two points authorized in any one calendar day.

F. Retirement points may also be earned by both unit and non-unit members when the soldier:

1. attends UTA(s), Rescheduled Training (RST), or USARF school instruction in a nonpay status.

2. attends 2-hour unit training assembly(ies) with an RTU or IMA detachment in a nonpay status.

3. completes Army correspondence course nonresident instruction (3 credit hours equals 1 point).

4. attends authorized conventions, professional conferences, or appropriate trade association meetings in a nonpay status.

5. prepares or gives instruction for a training assembly.

6. performs staff and administrative duties as additional training for points only in support of TPU activities.

7. performs Civil Defense duties (AR 500-70) at a scheduled work formation in an officially designated location under active supervision of a designated Civil Defense officer.

8. performs military medical duties without pay of professional fees.

9. performs Army Medical Department (AMEDD) liaison officer duties.

10. performs military pastoral duties - counseling, ceremony, or worship service.

11. performs certain legal duties.

12. recruits a new member for enlistment in TPUs and the new enlistee verifies the individual is responsible for his/her enlistment.

13. performs aerial flights or aerial preparation or trains in ground flight simulator.

14. performs service as a member of a duly authorized board.

15. administers tests required in the Enlisted Evaluation System.

16. performs duties in an attached status with ARNG or other Armed Forces components.

17. performs duties under the jurisdiction and certified by the Director, Selective Service System or a designated military representative.

18. performs duties as a member of the Military Affiliated Radio System (MARS).

19. performs liaison duties for the U.S. Military Academy (USMA).

20. performs duties of auditioning prospective bandsmen/women enlistees upon authorization of the Recreation Directorate, United States Army Adjutant General Center (TAGCEN) which are authenticated by the area command Staff Bands Officer for the area in which the service is performed.

21. performs other individual IDT in a nonpay training status.

22. participates in an activity eligible for the Special Duty Assignment Pay (SDAP) program, which for USAR personnel provides a monetary incentive for members to qualify for and serve in assignments as Recruiter, Reenlistment NCO, and Drill Sergeant etc., for five levels of monthly award based on duty performance in the assignment.

F. SURE-PAY. Any soldier joining the ARNG or USAR must arrange for IDT pay to be deposited directly into a checking or savings account unless specifically exempted. Actual participation in SURE-PAY begins 90 days after AIT for the non-prior service soldier, and 90 days after enlistment for the prior service soldier. SURE-PAY assures access to pay by family in event of mobilization.

IV. Enlisted Systems.

A. Accession. (AR 601-280, AR 140-10)

1. There are two methods by which a soldier is accessed into the Army Reserve Component. They are enlisted directly for the Guard or Reserve, or transfer from the Active Component. Enlistment from civilian life is a straightforward process. The would-be soldier enlists for an Army Reserve or National Guard unit incurring an 8-year service obligation and then is programmed to attend his initial entry training (IET). He can receive his IET in one of two ways. He can attend BCT/AIT all at one time, or he can split his BCT and AIT over any time period up to two years. He cannot, however, split his BCT or his AIT into smaller segments. He must attend each as one continuous course of instruction. Instruction for the initial award of an MOS must be at the Active Component school by attendance at the AC TRADOC course. Initial entry soldiers may not attend a USARF school to obtain their MOS. He then progresses through the enlisted system, and for education purposes, enters the Non Commissioned Officer Education System (NCOES). Although career management by unit leaders attempt to assure the soldier stays with the unit, many soldiers find that for promotion they must move to another unit to stay within their career management field, or retrain into a reclassification MOS to remain with the unit. However, a soldier may become a non-unit member of the Reserve Component under a variety of circumstances (e.g., if for personal/ civilian career purposes the soldier moves to another location, but cannot find a unit in the local area but still wishes to participate, or must participate if he has a training obligation remaining in the Reserve Component).

2. Transfer to the RC from the AC involves more complex options. All AC personnel who depart the active component prior to being credited with completion of eight years military service are required to participate in the reserve. They may serve all their reserve time in a unit, or part of their time in a unit and part in the IRR. At Annex D is a table detailing the minimum obligations and various options available to AC personnel.

3. Soldiers who transfer into the RC from the active component enter at the same rank and are given credit for the schooling completed by the time they departed the active component. For example, an E4 who departs the AC and enters the RC and who has completed PLDC, retains his rank and is eligible for BNCOC at the appropriate time, and does not have to re-attend PLDC. However, the enlisted reservist going on active duty does not always retain his rank, and unlike the AC soldier in the example, unless he attended the active version of PLDC, must attend that version to be eligible for BNCOC. All those AC soldiers who enter the RC already have an MOS, but many must take reclassification MOS training to acquire another MOS so they can fill a position in a RC unit. The reclassification training is usually delivered by USARF school using TRADOC school designed reserve component configured courses (RC 3), or the soldier may attend an AC school to receive the training for award of this new MOS; SOJT is an option under limited circumstances.

B. Schooling. (AR 140-1)

1. After completion of initial entry training (IET), selection for schooling varies between soldiers in the IRR and soldiers in units. A soldier in the IRR desiring schooling must contact his advisor at ARPERCEN. ARPERCEN will check his eligibility and then contact both AC and USARF schools and request a seat. Once a seat is identified, ARPERCEN publishes the orders and the individual attends.

2. Soldiers in units primarily attend USARF schools/ARNG academies, but may also attend AC schools. Specific TRADOC school designed reserve component configured courses (RC 3) have been developed to allow soldiers to attend them during IDT and AT. If their unit and chain of command approve, enlisted soldiers in units may attend these USARF school/ARNG academy courses in lieu of attendance at AT/IDT with their unit, or attend drill with their unit and be allocated additional IDT/AT periods to attend school. The USARF schools, after surveying their geographical area for unit requirements through the RC-STRIPES program, announce the number of classes, seats in each class, and start dates. Soldiers apply through their chain of command for both AC schools and USARF schools/ARNG academies. AC school seats are allocated on a quota basis to CONUSAs and the state TAGs thru NGB. Quotas are filled on a first come, first served basis. The two (AC/USARF) systems do not interface, and separate inquiries must be made for each system.

3. The first level of schooling in the RC Noncommissioned Officer Education System (NCOES) is PLDC. The Primary Leadership Development Course (PLDC) is a leadership course for Combat Arms (CA), Combat Support (CS), and Combat Service Support (CSS) soldiers in the RC. PLDC is the entry level of the RC NCOES for skill level (SL) 2. A soldier must be an E4 or E5, and have one year retainability to attend. The course was developed by the U.S. Army Sergeants Major Academy (USASMA) and approved by TRADOC. The course is taught by USARF Schools and ARNG Academies, and may be attended by RC soldiers in one of two ways: either in 15 consecutive days (option 1) or during 4 weekends and 8 consecutive days (option 2).

4. The focus of the PLDC course of instruction is the preparation of squad and section leaders to "Go to War." The course is a non-MOS specific leadership course, with additional emphasis on "train the trainer to train" and the duties, responsibilities, and authority of NCOs.

5. The next level of schooling is the Basic Noncommissioned Officers Course (BNCOC), and is for E5s and E6s. The course consists of two phases. Phase I is a common core developed by the USASMA and approved by HQ TRADOC. It is 47 hours in length and is accomplished during IDT (Inactive Duty Training) through USARF schools and ARNG academies. Phase II consists of hands-on training in critical MOS specific tasks appropriate for the skill level being trained. This phase was developed by the TRADOC proponent school. Phase II is accomplished through a single 2-week resident phase, usually taught by a USARF school. Both phases must be completed within one training year. The Phase II completion is not required for promotion yet, since few combat support and combat service support MOS Phase II courses have been RC configured and provided to the USARF schools. As a result of the RC TDAP, TRADOC schools have accelerated the production of Phase II BNCOC courses for more MOSs.

6. ANCOC is the third level of RC NCOES, and is designed for E6s and E7s. It is also taught in two phases. Phase I is 109 hours of common core of subjects, developed by USASMA and approved by HQ TRADOC, which are taught during IDT through USARF schools and ARNG academies. Phase II is accomplished through a single 2-week resident phase. This phase consists of hands-on training in critical MOS specific tasks appropriate for the skill level being trained. Phase II is not required for promotion since few Phase IIs outside the combat arms have been RC configured. As a result of the RC TDAP, TRADOC schools have accelerated the production of Phase II ANCOC courses for more MOSs.

7. Another initiative of the RC TDAP is that another level of NCOES is being introduced for RC E7s and E8s to train them in battle staff skills. The tailored two-week Senior Sergeant Battle Staff Course (SSBSC) will fill the gap between ANCOC and SMC for RC NCOs by providing the battle staff training in administration, logistics, operations, and intelligence needed to enhance the warfighting capability of battalion and higher staffs. Courses will be available in 1990.

8. The final level of schooling available under NCOES is the Sergeant Major Course. There are two options for completing the Sergeant Major Course: resident and nonresident. The resident course is 22 weeks long and is located at Ft Bliss, Texas, while the nonresident course consists of 485 hours of correspondence followed by a 2-week resident phase. The resident phase of the nonresident option coincides with the last two weeks of a resident course graduating annually in July. Attendance is for E8s who are selected by ARPERCEN for USAR and NGB for ARNG and who have one year retainability. The SMA course is mandatory for Command Sergeants Major in the ARNG, and expanded availability of the nonresident course is planned for 1989-1991.

C. Promotion. (AR 140-158)

1. There are four different sets of criteria for the promotion of enlisted personnel in the RC. One set is for the IRR, IMAs, and Standby Reserve (Active List), a second is for USAR personnel in units, the third is for those in the AGR program, and the fourth is for personnel in the ARNG.

a. Eligibility for promotion in the IRR, IMAs, and Standby Reserve (Active List) is based on the following criteria. To be considered, an individual must:

- (1) be in a promotable status.
- (2) be a satisfactory participant in IRR, IMA, or Standby Reserve (Active List).
- (3) be assigned to the IRR or Standby Reserve (Active List) for a minimum of one year.
- (4) be in an active status and have earned at least 27 points in the current retirement year, or in latest completed retirement year of consideration for promotion.
- (5) be MOS qualified - PMOS or DMOS.
- (6) have the appropriate final or interim security clearance required by the MOS in which being considered.
- (7) be physically fit.
- (8) have completed appropriate time-in-grade requirements as shown below:

<u>For Promotion to:</u>	<u>Time-in-grade</u>	<u>Soldier Assigned To</u>
E9	28 months in E8	IMA Position
E8	24 months in E7	IMA Position
E7	36 months in E6	
E6	36 months in E5	
E5	24 months in E4	
E4	24 months in E3	
E3	12 months in E2	

(9) meet the minimum civilian education requirements, which for up to E-4 are the completion of the eighth grade or GED equivalent, and for E5 to E9 are to have a high school diploma or GED equivalent.

(10) meet the NCOES requirements of the grade, which are completion of the AC or RC NCOES courses of Primary Leadership Development Course (PLDC) for E-6, Basic Noncommissioned Officer Course (BNCOC) (PhI) for E-7, Advanced Noncommissioned Officer Course (ANCOC) (PhI) for E-8 and E-9.

(11) Promotion up to pay grade E5 is accomplished administratively based solely on the above criteria, i.e., on a fully qualified basis. For IRR, IMAs, and Standby Reserve (Active List), promotion to E6 and E7 is accomplished through separate DA selection boards convened by TAPA at ARPERCEN. Promotion is made without regard to IMA vacancies. In this category, the only promotions to E8 and E9 are for IMAs, which are also accomplished through a DA selection board convened by TAPA at ARPERCEN. Personnel recommended for promotion are placed on a sequence number promotion list by MOS and are promoted as IMA position vacancies occur. Sequence numbers are based on DOR, then BASD, then Age, then total military service.

b. Promotion for TPU USAR members is based on individual qualifications for E-3 and below, on individual qualifications and unit vacancies for E-4, and for E-5 and above, on individual qualifications, on unit cumulative vacancies and on availability of a position in the NCO's MOS within a reasonable commuting distance (50 miles or 1.5 hours). This promotion system is designed to provide the best qualified NCO with broad opportunities for career advancement. The only limitations to NCO advancement should be the availability of positions and geographical constraints.

c. Cumulative unit vacancies must be calculated for E-4 and above to determine the maximum number of promotions that may be made in a unit. Cumulative vacancies are computed by subtracting the assigned strength, by pay grade, from the required strength plus overstrength positions in that pay grade. Note that an overstrength in NCOs in a pay grade will reduce or eliminate promotion possibility for NCOs in that grade and lower grades, as the example below shows:

CUMULATIVE VACANCY COMPUTATION

	<u>E9</u>	<u>E8</u>	<u>E7</u>	<u>E6</u>	<u>E5</u>	<u>E4</u>		<u>TOTAL</u>
Required Strength	<u>1</u>	<u>2</u>	<u>15</u>	<u>24</u>	<u>90</u>	<u>170</u>	=	<u>302</u>
Permitted overstrength Positions	0	0	0	4	10	20	=	34
Total Required plus Overstrength	1	2	15	28	100	190	=	336
Assigned	1	1	10	20	77	188	=	297
Vacancies	0	1	5	8	23	2	=	39
Cumulative vacancies in next higher grade	X	0	1	6	14	37	=	58
Cumulative Vacancies	0	1	6	14	37	39	=	97

The cumulative vacancy computation must begin with the highest grade for the unit. In the example, starting with pay grade E8, subtract the actual number of assigned enlisted personnel from the required strength plus permitted overstrength (if any) in that pay grade. Add the cumulative vacancies, if any, in the next higher grade, or subtract if the cumulative vacancies are a minus quantity. The cumulative vacancies for each grade are totaled in each column.

d. The promotion system described for USAR TPU members attempts to promote the best qualified NCO in the geographical area to the unit's position. Promotion authority for E-2 to E-4 is company commander, to E-5 and E-6 is field grade commander LTC or higher, and to E-7 through E-9 is CG of a MUSARC.

(1) Eligibility for promotion is based on the following criteria.

(a) All soldiers must:

- be a member of the USAR assigned to a TPU.
- be in a promotable status.
- be in the pay grade next below that in which being promoted.
- Meet the physical demands rating and physical profiles (AR611-201), and medical fitness standards (AR40-501).
- be fully qualified in the MOS for which she is being considered. (exception - if due to a reorganization an NCO must be trained or reclassified in a new MOS, he is eligible, but must complete MOS training within 1 year from reorganization, and promotion is based on old PMOS)
- have the appropriate final or interim security clearance required by the MOS in which promotion is to be made.
- for E-2, may be promoted to E-3 without regard for unit vacancy.

(b) For E-4:

- have completed 8th grade or GED equivalent.
- be assigned to an existing duty position of a higher grade.
- be recommended by commander. (no promotion board is authorized)

(c) For E-5 and E-6:

- be a high school graduate or have a GED equivalent.
- have a passing APFT score (mandatory for promotion consideration).

-have weapons qualification score with minimum rating as Marksman, unless unit is exempted by FORSCOM.

-score 60 or higher on SQT (59 or lower with waiver); if no SQT exists for MOS, or the SQT was not taken through no fault of the soldier, or results are unavailable from a test, an exception applies.

-be recommended by commander, without regard for position vacancies.

-attain minimum promotion point scores for grade being considered.

-for E-6, have completed PLDC at the appropriate MOS skill level.

(d) For E-7, E-8 and E-9:

-have completed the required NCOES course at the appropriate MOS skill level for the next higher grade (BNCOC for E-7, ANCOC for E-8/9).

-although recommendation for promotion by the NCO's commander is not required, a complete-the-record EER may be submitted with packet.

(e) USAR TPU requirements for time-in-grade and time-in-service, to which waivers may apply for E-6 and below, are shown below:

<u>For Promotion To:</u>	<u>Time-in-grade</u>	<u>Time-in-service</u>	
		<u>Primary</u>	<u>Secondary</u>
E9	28 months as E8	18	13 years
E8	24 months as E7	15	11 years
E7	21 months as E6	11	9 years
E6	15 months as E5	84	48 months
E5	12 months as E4	36	18 months
E4	6 months as E3	24	months
E3	4 months as E2	12	months

(2) No local position vacancy is required for promotion board consideration and selection, only promotion off the list requires the existence of a promotion vacancy. Promotions are made from a valid permanent promotion recommended list in proper sequence order. Selection off the list for E5 and E6 are made in the sequence of the highest number of points with the required MOS residing within a reasonable distance of the vacancy, and if no one is on the list in this category, then from the list outside a reasonable distance of the vacancy, provided the selectee voluntarily accepts the promotion and assignment. If the selectee declines a promotion and assignment, and resides within a reasonable commuting distance of the vacancy, his name will be removed from the recommended list, but no such penalty applies to NCOs outside a

reasonable commuting distance. Selection off the list for E7 and above is made as position vacancies occur by MOS and geographical location, but if there are two or more soldiers on the list in the same MOS and geographical area, promotions are made by the order-of-merit established by the promotion sequence number. However, a E-8 selectee for Command Sergeant Major and assigned to a CSM position will be promoted to SGM E-9 without regard to list sequence.

c. Promotion criteria in the AGR also vary with the grade being considered. For promotion to grades to E-3, however, they are identical to those of the USAR TPU. The time in grade (TIMIG) and time in service (TIS) requirements are identical to USAR TPUs, and these are complemented by a period of required AGR service, computed by continuous months on AGR status by the effective date of promotion. Promotion to E-4 requires 3 months, to E-5 requires 6 months, and to E-6 through E-9 requires 12 months of continuous AGR service. The same requirements on civilian education, physical qualification, security clearance and proper grade apply as in USAR TPUs. Soldiers will be promoted to E-4 and E-5 only in their career progression MOS (CPMOS), however, the SQT is not a promotion eligibility requirement for AGR soldiers. Position vacancies are required for promotion to E-4 and E-5, as is a recommendation by the AGR soldier's immediate commander. AGR enlisted personnel will attend the AC service school resident NCOES course appropriate for their grade and MOS.

d. A centralized promotion system has been in effect since 1979 for USAR AGR soldiers for promotion to SSG, SFC, PSG, MSG, 1SG, and SGM. Promotion to SSG and above is made through the centralized process against existing or projected vacancies in the AGR program. Soldiers are promoted in the MOS recommended by the board, according to their sequence number on the list. However, a E-8 selectee for Command Sergeant Major and assigned to a CSM position will be promoted to SGM E-9 without regard to list sequence. Incumbency in a position will not afford a soldier promotion ahead of another eligible soldier with a lower sequence number on the list. No provisions exist whereby a soldier may decline a promotion. Eligibility is based on date of rank (DOR) and promotion criteria announced by HQDA. The CG, TAPA at ARPERCEN administers the USAR AGR enlisted promotion system, to include boards and orders. General criteria are as follows: A soldier must:

- Meet the announced TIMIG and TIS requirements.
- Have 8 and 10 years for consideration to E8 and E9, respectively, of cumulative enlisted service creditable in computing base pay.
- Have completed 12 months in an AGR status by the zone cutoff date.
- Be serving in an AGR status on the adjourning date of the board.

- Have a high school diploma or GED equivalent.
- Have a security clearance required by the MOS at the time of promotion (E6, E7).
- Have a favorable National Agency Check (NAC), and at least a final SECRET clearance at the time of promotion (E8, E9).
- Neither be barred from reenlistment nor be denied retention in AGR status as a result of board action.

e. Within the USAR AGR program is the Active Transition/ Conversion-Army Reserve (ATCAR) program, a special HQDA initiative that offers selected AC soldiers the opportunity to transfer/convert from AC to USAR-AGR status for the purpose of filling critical Army Reserve AGR positions. Personnel entering the AGR program under ATCAR execute a Statement of Conditions of Service Agreement, and are managed as USAR-AGR except for the special provisions contained in that agreement.

f. Promotion in the National Guard is based on individual qualifications and unit vacancies.

(1) General eligibility criteria are as follows.

The soldier must:

- be a satisfactory participant in the active ARNG.
- be in a promotable status. Soldiers will not be promoted when they:
 - are documented as being overweight and are on Weight Control.
 - failed or not taken the Army Physical Fitness Test (APFT) within the past 18 months.
 - are not in possession of the required specialized or formal training, applicable license, or certification for his career progression MOS.
 - are without the appropriate security clearance or favorable security investigation for promotion to the grade, MOS and position vacancy. E-6 and below may be promoted on interim clearance, E-8/9 must have favorable NAC completed or final SECRET or higher.
 - are the subject of certain military or civil criminal or disciplinary proceedings, under arrest or in confinement.
 - are the subject of suspension of favorable personnel action for E-6 and below.

-- are ineligible for reenlistment or pending discharge after being approved for nonretention by the Enlisted Qualitative Retention Board.

-- are the subject of unfavorable administrative discharge action.

- be assigned to a federally recognized unit position.
- be serving in the pay grade below the one he is being considered for.
- be recommended by the unit commander.
- meet the TIMIG, TIS, mandatory Cumulative Enlisted Service and military educational requirements as shown below:

For Promotion To:	Time in Grade	Time in Service	Cumulative Enlisted Service	Military Education	Civilian Education
E9	28 months	E8 18 years	10 of 18	USASMA res/NR	High School
E8	24 months	E7 15 years	8 of 15	AC or RC ANCOC	or HS GED or
E7	21 months	E6 11 years	5 of 11	AC or RC BNCOC	associate
E6	15 months	E5		AC or RC PLDC	degree(E6-9)
E5	12 months	E4			9th grade
E4	6 months	E3		IADT completion	
E3	4 months	E2			

Partial waivers may apply for time in grade for all grades, and up to two years for time in service requirements. Special waivers apply for incentive enlistment programs for college graduates, and others described in NGR 600-200. AGR and technicians must attend AC PLDC for promotion to E-6, AC BNCOC for promotion to E-7, and AC ANCOC for promotion to E-8 and E-9.

(2) Promotion from E1 to E2 is accomplished administratively after six months of service from entry on IADT, unless prevented by the commander. Promotions to E3 and E4 are made for fully qualified soldiers without regard to position vacancy.

(3) Promotion Board action is required for soldiers being considered for promotion to E5 through E9, except for Alaska Scout battalions. Promotion under the board system is based on the determination by the board that a soldier is "best qualified" for selection. Although the State AG may require the use of promotion point criteria and cutoff scores for promotion to E-5/6, the NGB requirement for soldiers to achieve a specific cutoff score has been deleted. Promotion of soldiers to E-5 through E-9 is based upon assigned federally recognized unit vacancies, although recommendation for promotion may be made against projected one year vacancies. For promotion to E-5/6, a soldier must be recommended by a selection board convened by commanders of organizations authorized

a commander in the grade of lieutenant colonel. For promotion to E-7 through E-9, a soldier must be recommended by a selection board convened by the state AG.

D. Reenlistment/Retention. (AR 140-111)

1. Renlistment.

a. Soldiers in the USAR and ARNG may immediately reenlist, after serving their initial obligation, for a period of 3, 4, 5, or 6 years. Numerous special rules apply to personnel who desire to reenlist prior to the completion of their initial 8-year obligation.

b. Additionally, the ARNG has a special program, "Try One in the Guard," which is for prior service personnel in any Armed Force including other Reserve Components. Applicants enlist for one year, and upon completion of the year an E5 and below may be reenlisted without regard to position vacancy, and an E6/E7 may be reenlisted if fully qualified for a vacant unit position.

2. Retention.

a. USAR enlisted soldiers in other than TPU's are retained unless:

- (1) they retire.
- (2) they fail to reenlist.
- (3) they reach the maximum age of 60.
- (4) they refuse assignment to a USAR unit or IMA position.
- (5) they are separated from the USAR.
- (6) they are medically unfit.

1. Reenlistment.

b. USAR soldiers assigned to TPU's who have 20 or more years of qualifying service for retired pay at age 60 are retained or removed as shown in the table below:

<u>Separation At Grade</u>	<u>21 years</u>	<u>25 years</u>	<u>27 years</u>	<u>30 years</u>	<u>32 years</u>	<u>35 years</u>
E6 and below	X1	X2				
E7			X1	X3		
E8			X1	X1	X3	
E9			X1	X1		X4

- 1 Separated from TPU unless retained by board.
- 2 Separated from TPU unless advanced to or pending promotion to E7.
- 3 Separated from TPU unless advanced to or pending promotion to next grade.
- 4 Separated from TPU.

c. Soldiers in the ARNG are retained until they have 20 years of qualifying service for retired pay at age 60. Subsequent to that, their records are examined biennially by a qualitative retention board and are either retained or retired.

V. Warrant Officer System.

A. Accession. (AR 135-100)

1. There are three ways the RC obtains warrant officers: transfer from the AC, appointment from within the RC, and direct appointment of prior service warrant or commissioned officers subject to MOS proponent technical certification. Transfer from the AC is accomplished simply and without loss of time in service or skill qualification. Appointment from within the USAR is a 3-step or "triple check" process requiring: (1) selection by a centralized (USAREC) board, (2) successful completion of the AC or RC Warrant Officer Candidate School (WOCS), and (3) MOS qualification by proponent by attendance at Warrant Officer Technical/Tactical Certification Courses (WOTTCC).

2. WOs incur the same mandatory 8-year obligation as do all other members of the Reserve Component. They can complete this obligation in either a unit or as a member of the IRR. As the majority of applicants are enlisted personnel, the mandatory service obligation is usually completed prior to their appointment as WOs. Thus, they usually serve in a voluntary capacity.

B. Schooling.

1. The scheduling of appropriate schools and appointment monitoring by the proponent schools after WOTTCC is accomplished by ARPERCEN for USAR, and NGB for ARNG. AC-WOCS is six weeks of training, and the RC-WOCS has two phases: Phase I is 149 hours of nonresident instruction, followed by Phase II, two weeks of training at FT McCoy, WI. After WOCS and WOTTCC, there are two additional schools in the warrant officer education system training, the Senior Warrant Officer Training (SWOT), and the Master Warrant Officer Training (MWOT). The SWOT course is mandatory refresher and enhancement training to perform leadership, management, and staff assignment. The SWOT course can be completed through a combination of resident course and ACCP, but the MWOT is a mandatory 8 weeks of training, only for individual CW4s selected to fill Master Warrant duty positions.

2. To attend the resident Warrant Officer training, a warrant officer must apply to obtain a seat through his Personnel Management Officer (PMO) at ARPERCEN for USAR IMA or IRR, and for ARNG and USAR TPU members, through his unit. The individual must also complete the ACCP portion through the Army correspondence course offered by the US Army Institute of Professional Development (IPD).

3. MWOT is the final level of formal schooling for WOs. For USAR WOs, selection to attend either the resident course or to enroll in the nonresident course is made by a HQDA selection board. ARNG WOs have a mandatory requirement to attend MWOT as a prerequisite for promotion to MW4; selection by a board is not required. WOs are eligible after their eighth year of service. SWOT is a branch immaterial course designed to equip them to be effective staff officers and monitors of commandwide or worldwide programs within the scope of their specialty. The resident school is located at Fort Rucker, Alabama. The nonresident version is offered by the U.S. Army Institute of Professional Development at Newport News, Virginia, and contains approximately 401 credit hours of instruction.

C. Promotion.

1. WOs are promoted much like commissioned officers (see next section). Selection for WO promotion for USAR is by a WO promotion board convened by HQDA. To be eligible for selection, a WO must be on active status and meet the following time-in-grade requirements:

<u>From</u>	<u>To</u>	<u>TIMIG (years)</u>	<u>EDUCATION</u>
WO1	CW2	3	
CW2	CW3	6	
CW3	CW4	6	SWOT (Eff 1993)
CW4	MW4	5	MWOT(TPU,IMA,AGR)

There are no mandatory educational requirements for promotion, except as noted above.

2. ARNG WOs are promoted under a unit vacancy system. To be promoted, a vacancy must exist and the warrant officer must:

- a. be in an active status.
- b. be medically fit.
- c. have completed the following minimum years of service in the current permanent WO grade, and education requirements:

<u>From</u>	<u>To</u>	<u>Minimum Years of Service in</u>		<u>Education</u>
		<u>Current</u>	<u>Lower WO Grade</u>	
WO1	CW2	3		WOTTCC
CW2	CW3	3		
CW3	CW4	6		SWOT
CW4	MW4	5		MWOT

D. Retention.

WOs are retained unless they:

1. retire.

2. reach the maximum age of 62.
3. have completed 20 years of service or age 62.
4. fail to qualify for promotion to CW2.
5. are twice nonselected for promotion to CW3 or CW4.
6. are medically unfit.
7. refuse to accept an assignment.

VI. Officer System.

A. Accession. (AR 140-10)

1. There are four basic ways an officer can enter the Reserve Components. They are: directly from ROTC, OCS, obtain a direct commission (primarily AMEDD), or transfer from the Active Component. At Annex E is a table that shows source of commission, obligation, and participation in the reserve requirements. This table shows the minimum service requirements. Officers may, for example, spend more time in units and less in the control groups.

2. Officers who transfer from the Active Component enter the RC at the same rank and are credited with the schooling they have completed upon exit from active duty. For example, a captain who has completed his Officer Advanced Course (OAC) and enters the reserves is eligible at the appropriate time for CAS3 and CGSOC.

B. Officer Education System. (AR 140-1)

1. The preferred method for obtaining a military education at all levels is attendance at the appropriate resident course. RC officers are encouraged to apply for resident schooling whenever possible. Applications for resident schooling are handled through ARPERCEN for USARF officers and state TAGs for ARNG officers. Due to the length of many courses, a Reserve Component version is sometimes available. The Reserve Component version contains all the critical instruction of the full course, but is condensed into a shorter time frame. In May 1989, the Army Chief of Staff commissioned a task force to reexamine the entire RC officer education system.

2. USARF schools offer advanced courses, Combined Arms Staff and Service School (CAS3) (one USARF school per CONUSA), and Command and General Staff Officer Course (CGSOC) to RC officers. The vast network of USARF school locations offers the RC officer an excellent opportunity to complete their required military education. To attend, qualified individuals may apply at the appropriate USARF school in their area (usually the nearest).

3. Officers who enter the RC upon commissioning, except for direct appointment AMEDD personnel, are required to attend an Officer Basic Course (OBC) in a resident status. There are no USARF schools

or correspondence course options. For five branches, AR, IN, FA, SC, and EN, there are 8-week long RC configured courses. These courses may require up to 50 hours of correspondence work as a pre-phase to the 8-week resident phase, and up to 120 hours of follow-on correspondence work. For all other branches, the officer must attend the same course as his AC counterpart. RC officers have one year after graduation from college (which may be up to three years after commissioning for simultaneous membership program (SMP) members) to complete OBC. OBC is a branch-specific course taught at the appropriate TRADOC branch school. Successful completion is a requirement for promotion to captain.

4. The next level of schooling offered is the Officer Advanced Course (OAC). OAC is an branch-specific course designed to prepare captains for command. The only requirement for attendance is successful completion of OBC. There are three ways for an RC officer to complete OAC. He can attend the resident AC course; attend a shorter 12-week course for RC officers in the following branches - AR, FA, IN, and SC - taught at the proponent school; or attend a USARF school which breaks down the OAC instruction into one IDT phase (112 hours) or correspondence phase (150 hours), one strictly correspondence phase (120 hours), and two AT phases of two weeks each. The IDT phase is common core subjects, while the AT phases are branch-specific and normally taught by USARF Schools, often at TRADOC proponent locations. Completion of OAC is required for promotion to Major. Phase I of OAC has been directed by TRADOC to be redesigned as the Command Course Module (CCM), so that officers identified for command can take a two week course presented by the branch school that grounds the officer in the necessary go-to-war information and skills needed to command a unit of that branch. CCM courses should be available in 1990, as part of the RC TDAP initiatives.

5. CAS3 is the next level of schooling available, but is not required. There are two options available for an officer to complete CAS3. One option is to attend the AC course. The second is to complete a pilot RC CAS3 program currently being conducted by one USARF school in each CONUSA. Phase I, the correspondence course phase (140 hours), is the same as in the AC. Phase II is conducted in three increments: 2 weeks resident, 6 weekends ADT, and 2 weeks resident. CAS3 is encouraged for all RC officers. The RC TDAP includes measures to redesign CAS3 and CGSOC so that the battle staff training is provided earlier in the RC officer's career, but also so that the total schooling load on the RC officer is not significantly increased. The redesigned CAS3 is planned to be required in lieu of the first half of CGSOC for promotion to LTC, with the redesigned CGSOC required for promotion to COL.

6. To attend CGSOC, the next level of required schooling, one must be a captain with no less than seven years time in service (TIS), and no more than 18, and an OAC graduate. There are four ways to complete CGSOC: attend the regular course, attend the shorter 4-month RC resident course (selection by a DA board is a criteria for either resident option), attend the USARF school course, or enroll in

the correspondence course. The officer may complete the entire CGSOC by attending a USARF school or complete it entirely by correspondence course or combine the two into many different options, where a phase of the instruction is done at a USARF school and a phase is completed by correspondence. Successful completion of at least 50 percent of CGSOC is required for promotion to lieutenant colonel. Upon promotion to lieutenant colonel, an RC officer has three years to complete the course. Completion of 100 percent of CGSOC is required for promotion to colonel.

7. Unlike enlisted soldiers, for all courses that have IDT phases, officers attend the IDT phases in a 'for points only' (nonpaid) status and in addition to their IDT with their unit. The 2-week resident phases can be done on ADT, or in lieu of AT with approval of the brigade/battalion/unit commander. It is usually an additional 2-week training period.

8. The final level of schooling is the Army War College or equivalent. To be eligible for selection, officers must apply for consideration and be a lieutenant colonel or colonel, have completed CGSOC or its equivalent, and have two years retainability.

9. In an effort to limit the competition for the RC unit member's time by unit duties and military professional development education, a pilot program for a "school account" has been established. Test participants consist of unit members, grades 04, 03, 02, and E7 who remain assigned to their units in a pay status and pursue mandatory skill training or military education. A two-year test program began in October 1987 in 100 units (50 ARNG, 50 USAR) limited to battalions authorized overstrength and which had at least 100% of wartime required strength (WRS) in any of the targeted grades.

C. Promotion. (AR 135-155)

1. There are two ways a RC officer can be promoted: he can be promoted to fill a unit vacancy or, if no officer of the appropriate grade (TPU, IMA, IRR) is available, he can be considered by a mandatory promotion board. The mandatory promotion system for the USAR and ARNG is the same. General eligibility requirements for mandatory promotion are as follows: an officer must be in an Active Reserve status and have the following time-in-grade, time-in-service, and education requirements:

<u>From</u>	<u>To</u>	<u>TIMIG</u>	<u>Years of Commissioned Service</u>	<u>Education</u>
2LT	1LT	3		Resident OBC
1LT	CPT	4	6	Resident OBC
CPT	MAJ	7	12	OAC
MAJ	LTC	7	17	50 percent CGSOC
LTC	COL	announced annually		CGSOC

Selection for mandatory promotion is centralized at ARPERCEN and is accomplished through HQDA selection boards (except for mandatory promotion to O2, which is accomplished administratively). ARNG officers who are selected by a mandatory promotion board must fill an ARNG vacancy to be promoted or, if one is not available, decline the promotion or transfer to the USAR and be promoted.

2. USAR officers assigned to TPUs may be promoted through a unit vacancy method. This method can be authorized when:

a. the Commander, ARPERCEN, notifies the TPU commander that no qualified members of the IRR are geographically available.

b. the TPU commander receives CONUSA approval of his nonselection of available IRR officers.

3. All unit officers in the next lower grade who meet the following requirements are sent to the appropriate area commander:

a. have completed the necessary promotion service prescribed for promotion to the next higher duty by the convening date of the next board.

Promotion		Minimum Promotion	
From	To	Service Years in	
		Lower Grade	Education
2LT	1LT	3	
1LT	CPT	2	Basic Course or equivalent
CPT	MAJ	4	Advance Course or equivalent
MAJ	LTC	4	50% of CGSOC or equivalent
LTC	COL	3	Completion of CGSOC or equivalent

b. are assigned to the unit whose commander is authorized to send nominations directly to the area commander.

c. is geographically available to serve in the position for which considered.

d. is of the proper branch.

e. the unit vacancy is in the next higher grade.

4. ARNG officers other than those on Title 10 tours are also promoted through a unit vacancy system. To be eligible, a vacancy must exist and an officer must:

(1) be in an active status.

(2) meet height and weight standards.

(3) have completed the same time in service and education requirements as for USAR unit vacancy promotions (See above).

(4) Once promoted, the officer must apply for federal recognition. This is accomplished through a federal recognition board held in each state. The board consists of three commissioned officers, Active Army, and ARNG, who reviews the applicant's record and determines whether or not the applicant meets federal recognition requirements.

5. ARNG officers on Title 10 AGR tours are promoted through a combination of tour position vacancy and the results of a Tour Advisory Review Panel (TARP) conducted at NGB. The requirements include those for other ARNG officers and are very competitive. Once a Title 10 tour officer has been selected by the Director, ARNG for promotion (usually in conjunction with a move to another AGR position), an authorization for the higher grade is forwarded to the Guardsman's state, which actually promotes the officer. Thereafter, federal recognition must be applied for as described above.

D. Retention. (AR 140-10)

RC officers are retained unless they:

1. transfer to the retired reserve upon completion or 20 or more years of service.
2. reach the maximum age of 60 (AMEDD 67).
3. as Colonels, have completed 30 years' commissioned service and age 55, or have completed five years in grade.
4. have completed 28 years' commissioned service or age 53, whichever comes first (Lieutenant Colonels and below).
5. are twice nonselected for promotion to Captain, Major, or Lieutenant Colonel.
6. fail to meet the following military education requirements:
 - a. complete the basic course within 36 months after commissioning.
 - b. complete CGSOC within 3 Years of promotion to Lieutenant Colonel.
7. refuse an assignment (USAR only).
8. are medically unfit.
9. lose their federal recognition (ARNG only).
10. lose their professional license, their ecclesiastical endorsement, or are disbarred (AMMED, CHAP, JAG).

E. Reserve Officer Personnel Management Act.

1. On 3 May 1989, the Reserve Officer Personnel Management Act (ROPMA) was introduced as H.R. 2200 on by Representative G.V. (Sonny) Montgomery. If adopted as submitted, ROPMA would codify in a single section of Title 10 into a new subtitle dealing exclusively with the RC. As proposed, ROPMA will revise the laws which govern the appointment, promotion, separation, and retirement of Reserve commissioned officers not serving on the active duty list (ADL).

2. The objective of ROPMA is to establish an improved personnel management system for RC officers.

3. Major provisions of ROPMA include:

a. Creating a Reserve Active Status List (RASL). This list, including all active ARNG and USAR officers not on the ADL, will be used to determine eligibility for promotion consideration or separation based on years of service.

b. Modifying RC officer promotion criteria and selection procedures. These changes include:

(1) Making selections on a "best-qualified" basis.

(2) Establishing "zones of consideration" based on actual or anticipated requirements.

(3) Authorizing "below the zone" selections.

c. Providing for continuation boards. These boards would consider for retention officers who are pending separation after twice failing to be selected for promotion.

d. Granting authority to convene selective early retirement boards. These boards would be empowered to consider RC officers in designated grades for early retirement, reassignment to an inactive status, or discharge.

e. Authorizing special selection boards. These boards would be convened as required to consider officers for promotion who were erroneously omitted from the zone of consideration or whose nonselection may have been the result of a material error in their records.

f. Providing permanent authority to promote AGR officers.

VII. Individual Training Programs.

A. Any member of the RC may be ordered to active duty or retained on active duty by the Secretary of the Army with the

member's consent, and in the case of the National Guard, also with the consent of the Governor of the member's state or territory. If a RC member commits a crime while in federal service, the soldier may be ordered back to federal service without their consent for purposes of investigation, court martial, and non-judicial punishment. Five categories of active duty for RC members serving with the RC are:

1. Initial active duty training (IADT), which includes basic training and technical skill training, is at least 12 weeks long and begins within 270 days after enlistment for males between 18-1/2 and 26, and 360 days for all others. IADT is federal service under the authority of Title 10, U.S. Code for all RC members. In addition to the required training, there are a myriad of additional training opportunities available to members of the Reserve Components (in TPUS, ARNG units, and members of the IRR) to either upgrade individual skills, teach new skills, or sustain existing skills. Among the types of individual training opportunities available are training in both AC and RC schools, training with AC units, and participation in JTXs, CPXs, and FTXs.

2. Annual Training (AT) is required for all members of the Ready Reserve, but by policy is limited to the Selected Reserve. AT is federal service for USAR soldiers, but ARNG soldiers serve AT under Title 32 U.S. Code, and thus AT is not federal service for the ARNG unless it includes overseas deployment training. AT consists of 14 days (exclusive of travel time) for USAR TPU members and for members of the IRR in Control Group AT, and at least 15 days including travel time for ARNG unit members with their units. Individual Mobilization Augmentees are required to perform 12 days, excluding travel time, of training that prepares them for their mobilization assignment. The AT period may be extended up to 19 days excluding travel time for valuable training opportunities like mobilization exercises. (See para D.) Unit members may also participate in AT status as individuals. Although AT is normally performed during one consecutive period, split tours may be authorized if required to meet training missions. Unit members must attend AT unless excused by competent authority.

3. Active Duty for Training (ADT) must provide a primary training content to the recipient. It is full-time attendance for 89 days or less at organized and planned training for RC personnel sponsored by an Active Component or RC unit, training center, school, or activity, designed to provide the RC member with necessary skills and disciplines to support RC missions. These include additional training opportunities made available through the ARNG KPUP and USAR team train programs.

4. Active Duty for Special Work (ADSW) provides personnel support for projects supporting active or RC programs when such duties are essential to the organization, such as annual screening, operation of training camps, training ships, study groups, training site and exercises. ADSW tours are usually 139 days or less in a FY, and any tours exceeding 180 days are accountable against end

strengths (regular or RC AD end strengths, consistent with pay appropriations). Nontechnician personnel have priority consideration for the ADSW tours.

5. Active duty (AD), other than for training or ADSW, is authorized in support of RC missions. RC personnel in this category are included in the full-time support end strength under the title of Active Guard/ Reserve for each of the USAR and ARNG, respectively.

B. These opportunities are available to all qualified RC personnel. Most training is done on a quota and funds availability basis. Specific training opportunities, other than for schools, are identified by commanders for unit members (both ARNG and USAR) and by ARPERCEN for IRR personnel. Requirements, prerequisites, and class schedules for schools are contained in the various Army Regulations, catalogs, and pamphlets. Quotas are allocated to USAR and ARNG units and to ARPERCEN for the IRR. For unit personnel, the commander's approval is required if the training conflicts with regularly scheduled unit training. For IRR soldiers, as all training is voluntary except for members of control group AT who may be ordered to attend annual training, soldiers request these individual training opportunities through ARPERCEN, or ARPERCEN identifies a training opportunity and notifies the qualified individual, asking them if they wish to participate.

C. Tour lengths under these programs are limited up to 179 days without prior approval from HQDA. Orders are issued from the following HQs, within funds availability, for the following personnel.

1. MUSARC Commanders - all USAR personnel in TPUs.
2. State AGs - All ARNG personnel.
3. ARPERCEN - All IRR personnel.
4. Subordinate commanders specifically delegated authority by the commanders listed above.

D. IMA Program.

1. This is a special individual program for soldiers who are not members of RC units, but wish to have a recurring training opportunity with the same organization. The IMA program provides for rapid expansion of active component units that depend on augmentation to perform their wartime mission, as well as expansion in approved programs outside the Department of Defense. The organization provides or arranges for a training plan, training supervision, efficiency reports, administration, personnel services, and organizational clothing and equipment. The principal source of candidates for IMA positions is the IRR. Members of the IRR may be selected by the Commander, ARPERCEN, for assignment to an IMA position provided the member possesses the potential to acquire the skills required by the MOBTDA or MTOE and the necessary security clearance. In the active component, an IMA position must:

- a. Require the assignment of a military member.
- b. Be an authorized MOBTDA or MTOE which is not designated for fill by wartime cross-leveling.
- c. Be in an active component organization that provides peacetime training in the wartime duties of the position.

2. Service members who have been requested by gaining organizations will be assigned by Commander, ARPERCEN. An officer or warrant officer must be in the Ready Reserve to be considered for an IMA position. The officer must not be a key employee in his or her civilian occupation.

3. Officers and enlisted personnel should possess the required branch speciality or MOS/SSI. Officers should hold the same grade or not be more than one grade higher or two grades lower than the grade authorized. Enlisted personnel should hold the same grade or not be more than two grades lower than the grade authorized.

4. Two approved programs outside DOD authorized IMA participation are the Selective Service System (SSS) and the U.S. civil defense and CONUS defense programs.

- a. The SSS administers the Military Selective Service Act (MSSA), which authorizes the Director of SSS to order RC officers to serve in the various headquarters of the SSS, with the member's consent. The DOD and SSS agree annually on the number of IMAs to be assigned to the SSS, which members are not counted against RC end strengths. Assignees perform AD and IDT as directed by the SSS, and the DOD is reimbursed by the SSS for these costs.

- b. The support of civil defense through RC members participating with federal, state, and local agencies may be provided only when clearly furthering specifically identifiable DOD interests. Thus RC members may only be assigned under a Federal Emergency Management Agency (FEMA) program approved jointly by FEMA and DOD. Programs approved for RC participation are Federal Liaison officers, State Liaison Officers, Regional Military Emergency Coordinators (REMCs), as part of USAR Civil Preparedness Support Detachments (CPSD), and RC members' expenses are paid by DOD. Expenses are reimbursed to DOD by FEMA for FEMA IMAs, who perform 14 days of ADT, and attend civil defense courses in a paid status.

- c. FEMA has opened its courses to members of the State Defense Forces. These forces remain under the control of the governor after the ARNG is mobilized. State Defense Forces are maintained by 23 states: Alabama, Alaska, California, Georgia, Indiana, Louisiana, Maryland, Massachusetts, Montana, New Mexico, New York, Mississippi, Nevada, Ohio, Oregon, Rhode Island, South Carolina, Tennessee, Texas, Utah, Vermont, Virginia, Washington, the District of Columbia and Puerto Rico. Information on FEMA courses available can be obtained from the Admissions Office, National Emergency Training Center, 16825 S. Seton Avenue, Emmitsburg, MD 21727.

VIII. Unit Training.

A. The training programs of the Army National Guard and the Army Reserve are prescribed by the Department of the Army. The same standards of training are expected and required of ARNG/USAR units as that of their counterparts in the Active Army. CINCFOR at FORSCOM is the DA executive agent for the training readiness of the RC. FORSCOM through CONUSAs commands the USAR and oversees training of the ARNG. Joint FORSCOM/ARNG Regulation 350-2 dtd 15 May 1989 prescribes those command's policy for training of the Army RC.

B. Army National Guard and Army Reserve units are normally authorized 48 Unit Training Assemblies (UTAs) during Inactive Duty Training (IDT) and a 2-week (15 days for ARNG and 14 days for USAR) annual training (AT) period during the training year, which starts on 1 October and terminates on 30 September of the following year. A UTA is a minimum of four hours of training for the entire unit. Consecutive UTAs are called Multiple Unit Training Assemblies (MUTA) and no more than two UTAs can be scheduled in one calendar day. The trend for units is to conduct four consecutive UTAs (MUTA-4) over a weekend which equates to one weekend per month available during IDT for the RC.

C. For planning and organizing his units' training program, the commander uses primarily three major aids in his decision making process: FM 25-100, "Training the Force", his Mission Essential Task List (METL) and guidance received from higher headquarters, including FORSCOM/ARNG Reg 350-2. METL is defined in FM 25-100 as "a compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s)". In addition to the topics contained in FM25-100, training guidance addresses training goals and objectives, training activities and events, and support requirements. All RC units must become proficient in certain core requirements, or fundamental tasks, for their mastery serves as a combat multiplier for accomplishment of the METL. Core requirements are enumerated in Part II of the FORSCOM 1-R and 2-R. RC commanders identify the training tasks which the unit must be able to perform to accomplish its wartime mission in concert with the CAPSTONE, or wartime gaining commands. FORSCOM Pam 135-3, "Guide For The Analysis of Training Performance", provides a working METL definition, "Given the mission, and following the guidance from your chain of command, you must select from the ARTEP for your unit those tasks which your unit must be able to do to perform this mission." These METL tasks are prescribed for IDT, AT or Post mobilization training, and are used to identify, prioritize and plan training. The METL forms the basis for the annual training plan, and identifies mission essential tasks at each level (e.g., battalion, company, platoon, squad, and section). Ideally, this document determines future requirements for training and training support, such as training critical collective tasks at AT, and allocating equipment dependent training to AT or IDT, since equipment may not be available after mobilization. The METL is updated to reflect training tasks which are achieved and priorities changed to reflect current unit status.

D. Within the RC, most units are designated so that they have a wartime headquarters as well as a peacetime headquarters. The program these units fall under is called CAPSTONE. CAPSTONE guidance is received in a manner different from other guidance. All CAPSTONE guidance originates with the wartime gaining commander. CAPSTONE HQs provide training and planning guidance direct to the unit in the form of a mission letter. The mission letter is tailored to the unique requirements of the subordinate unit. A copy of this letter is sent to the appropriate CONUSA. However, any activity planned or proposed by the CAPSTONE chain of command which obligates resources must be routed through the peacetime chain for approval and necessary resourcing.

E. In addition to the CAPSTONE guidance, the unit commander receives guidance from his higher peacetime headquarters on a regular basis. Training guidance to include training goals and objectives is issued by the TAG for ARNG units and by FORSCOM for USAR units. From the TAG, the training guidance goes to the units. For USAR units, FORSCOM sends guidance to the CONUSA, who in turn send it to their subordinate MUSARCs, and from the MUSARC to the units. At each level, the commander adds his guidance to the training guidance received and through this process general concepts and goals become specific tasks and instructions. Commanders below TAG and MUSARC level and above battalion/separate company/detachment annually publish command guidance to aid subordinate commanders in preparing their yearly training plan (YTP), yearly training guidance (YTG) and a 2-year training calendar. Where appropriate, a 4-year training calendar will be developed with an AC Directed Training Association (DTA) unit counterpart. Prior to approval by the TAG or MUSARC, training calendars/YTG for DTA units must be reviewed by the unit's AC sponsor/counterpart. Beginning in March 1990, the Commander FORSCOM and Director, ARNG will issue a combined Training Guidelines Memorandum containing areas of emphasis to all RC commanders for the training year 18 months in the future.

F. Upon receipt of higher headquarters' guidance, battalion, separate company/detachments are to develop their YTG at least 4 months prior to 1 October. The YTG, at a minimum, must include:

1. Training plans based upon unit's approved METL, Training calendar from higher headquarters, prior year AT performance recommendations (FORSCOM 1-R/2-R), applicable ARTEP, and resources available to support training. They are forwarded to subordinate units 4 months before the next TY, and include:

- a. Specific goals and objectives to include selected mission essential tasks for each subordinate unit.

- b. Training activities, events, exercises, and evaluation.

- c. External assistance and support.

d. Resource allocations.

2. Battalion commanders prepare a minimum 2-year training calendar which reflects what the unit will do to achieve its training objectives. The close-in year guidance must be specific enough to guide the development of monthly training schedules. It should reflect those high priority tasks identified on the METL for training during IDT and AT. The next year contains all known major training events.

G. From this guidance, the Company/detachment commander will prepare:

1. METL.

2. A company YTP.

3. Monthly training schedules defining and scheduling the next 3 months of training. Monthly training schedules include the individual and collective tasks (specific training objectives) to be trained and evaluated, dates and starting times, training locations, duty positions responsible for training, uniform and special equipment requirements, and elements/individuals expected to receive the training. The detailed guidance in FM25-2 on near-term planning and preparation of training is a helpful tool. USAR commanders incorporate the 30-day training plan in AR140-1. The monthly training schedules will be developed, reviewed, and approved as described in FM25-100.

4. Monthly unit training meetings. Training meetings are conducted monthly to review training accomplishments, identify required resources, assign responsibilities for future training, and modify training calendars as necessary.

H. Categories of Unit Training.

1. Inactive Duty Training.

a. Inactive Duty Training (IDT) in the form of UTAs/MUTAs has a specific focus to mission related training to include:

(1) Military Occupational Specialty Qualification (MOSQ), Common Task Training (CTT), and professional development training.

(2) Individual and crew served weapons qualification, including tank crews.

(3) Intensive leader training, with emphasis on simulation and Tactical Exercise Without Troops (TEWT), which address the application of principles to specific terrain.

(4) CS/CSS missions and sustainment training.

(5) Collective training at squad and platoon level - battle drills, Multiple Integrated Laser Engagement System (MILES) and live-fire exercises, with the goal of achieving Task Force/Company level proficiency.

(6) Situational Training Exercises (STX).

(7) Physical Training (PT) is encouraged during IDT to check on the fitness of unit members. APFT administration during IDT is preferred.

b. Considering the limited amount of time, emphasis is placed on using time effectively and eliminating training distractors. As a guide, the FORSCOM/ARNG Reg 350-2 suggests:

(1) Unit training schedules should have a minimum of a four month "lock in" preceding training activities.

(2) Compress scheduling of training inhibitors such as medical screening together; couple them with concurrent training.

(3) Adopt a strict time management system (See FM25-100).

(4) Travel time of the unit to a training area should not exceed 25 percent of the total scheduled hours of a planned UTA or MUTA.

(5) Challenge any mission or requirement not directly contributing to the unit's warfighting capability.

(6) Confine inspections to one MUTA-4 per year.

c. The system for scheduling training areas for weekend IDT's, when not conducted at the unit's armory/center, is decentralized to unit and installation levels. Each installation works out the arrangements for supporting weekend training requests. The basic philosophy behind RC training is centralized planning control and decentralized execution. This leaves the flexibility and decision making with the lowest level commanders. The specifics of "how to" train the RC unit are found in the FM-25 series manuals. Although these manuals are oriented towards the AC environment, the basic training management process is applicable. FM25-100, "Training The Force" has been revised to include the RC training environment and accentuates a consistent battle focus. The draft FM25-XY follows in this vein for unit training management. FORSCOM/ARNG Reg 350-2 assigns priority of available resources to RC units performing IDT or AT at FORSCOM installations, and mandates a four month "lock-in" for all IDT resources.

d. The RC TDAP includes an initiative to facilitate and structure IDT training in the armory/ reserve center environment.

2. Annual Training.

a. Annual Training (AT) consists of mission essential training conducted at the training site, excluding travel time, parades and/or ceremonies, issue and turn-in of equipment, and payment of troops. Annual training provides the commander the best opportunity to conduct prolonged mission training, evaluate unit's progress, and refine the unit's training program for the next year. Priority during AT will be given to critical collective training tasks. The focus will be on the conduct of collective training supporting the METL and the ARTEP, and USARF School MOS qualification training. Annual Training should be used to the maximum extent to send individual soldiers who were not qualified prior to AT to USARF schools for MOS training. As much as possible, the RC commander will conduct wartime training, conducting tactical training involving the combined arms team, mastery of the missions/tasks selected from the METL, and the refinement/standardization of the team and unit's skills required to successfully accomplish the wartime mission. Units will conduct realistic tactical training in a field environment for not less than nine consecutive days. Waiver of this requirement is at CONUSA commander level. During AT, the unit will usually be evaluated by AC personnel. The written evaluation is a 1-R or 2-R report. A copy goes to the unit and next higher headquarters. This 1-R or 2-R report then becomes another tool for the commander to set his training priorities. Administrative tasks will be held for off-duty time. The Army Physical Fitness Test (APFT) usually will not be administered during AT so that this time may be used for collective training, and never to soldiers who are not acclimated to AT site environment.

b. Annual Training is normally conducted at a major active Army installation or major USAR/ARNG installation. The system for scheduling annual training consists of units submitting their requests for certain sites up through the chain of command for both USAR and ARNG units. Once approved by the chain, the requests are forwarded to the CONUSA. The CONUSA then coordinates all requests with installations within their area of responsibility. This coordination is followed up at the CONUSA AT Site Date Conference, a formal planning conference hosted by the CONUSA and attended by representatives from each involved installation. The purpose of this conference is to finalize all AT locations and dates. Units request sites based upon training needs, habitual relationships, mobilization locations, and CAPSTONE requirements. Most conflicts are resolved prior to the conference. Conflicts are resolved on a case by case basis. Scheduling and commitments made by FORSCOM installations are "locked in" after the AT conference, per FORSCOM/ARNG Reg 350-2. RC units have priority during AT for the use of training aids and simulation systems, including RC designated MILES.

c. Another significant change implemented by FORSCOM/ARNG Reg 350-2 is that external ARTEP evaluations will be conducted every four years, rather than every three years.

3. Overseas Deployment Training.

a. An exceptional opportunity for selected RC units for collective training is the Overseas Deployment Training Program(ODT). The ODT program authorizes units of the ARNG and USAR to deploy overseas to their CAPSTONE gaining unit for training exercises of up to 26 days. ODT strengthens CAPSTONE associations and provides units the opportunity to conduct mission oriented planning and training in their proposed theater of operational employment. Moreover, they test mobilization and deployment plans, and reception planning and training.

b. Eligibility for the ODT program is determined by:

(1) Units identified on the Time-Phase Force Deployment List (TPFDL) supporting a theater contingency plan. Units with a Latest Arrival Date (LAD) between D and D+30 should be programmed on a 3 year cycle, and units with a LAD of D+31 or later on a 5 year cycle.

(2) CAPSTONE alignment.

(3) CAPSTONE training priorities.

c. The selection of units is planned years in advance, and policy is contained in AR350-9 and the FORSCOM supplement. Overseas commands submit an annual update to HQ FORSCOM on the 5-year ODT plan, providing specific dates for requested units. FORSCOM/NGB reviews the submissions for eligibility criteria. FORSCOM then seeks concurrence from Chief Army Reserve (CAR) and the CONUSA. The NGB seeks concurrence from the states.

IX. Full-Time Assistance to RC.

A. A number of programs has been established for full-time assistance to the Reserve Component. The programs include the Full-time Support Program, Readiness Groups, CAPSTONE, and Directed Training Associations. Additionally, the AC schools provide assistance to the USARF schools and ARNG academies.

B. Full-time support (FTS) is an umbrella term used to describe the total full-time personnel support given to the Reserve Component mission. The elements of FTS are:

1. Full-time Unit Support (FTUS). This program provides full-time personnel to RC units. FTUS is found at MUSARC and below for USAR units and below state TAG for ARNG units. This program has been adopted by the Army to increase the unit readiness in Army National Guard and Army reserve units. The FTUS program provides the ARNG and USAR with full-time personnel needed in peacetime to support ARNG and USAR manpower requirements determined by mission, organization, equipment, and readiness objectives. This program encompasses Active Army, Active Guard/Reserve (AGR), military technicians, and civilian personnel serving on a full-time basis for the purpose of organization, administering, recruiting, instructing, or training the ARNG and USAR.

2. Full-time Manning (FTM). A subprogram of FTUS which provides full-time military personnel (AC and AGR) to RC units. Under this program, AC soldiers and AGR personnel serve full time in RC units to improve training, mobilization planning, supply, maintenance, and other readiness-related areas. Active Component soldiers in this program are not advisors, but unit workers. They will deploy with the Guard or Reserve unit to which they are assigned. They are rated by the RC unit to which they are assigned and are rated without regard to component. The normal tour of duty is three or four years.

3. Military Technician (MT). Military technicians are required to maintain "dual status" as a condition of their employment and to serve in three ways:

a. to provide, in their civilian capacity, the daily management, planning, maintenance, training, and other support required by their units to attain and maintain mobilization readiness.

b. to participate in the military training activities of their units through assignment as soldiers to related military positions in their units.

c. to enter on active duty with their units upon mobilization.

C. Goals for the Army RC FTS Program call for a steady increase in FTS personnel until approximately 16 percent of the ARNG Selected Reserve end strength and 14 percent of the USAR Selected Reserve end strength is achieved. In light of the unrealistic AGR rank limitations and the cap placed on AGR end strength by the Congress, the budget request increase to support the critically needed force structure and equipment modernization programmed for the RC during the coming years appears to be in jeopardy. Congress has repeatedly declined to appropriate the money needed to fund the authorized AGR and technician strength, for only about 9 percent of the RC end strength is FTS. The Congress assumes the national security risk of reduced readiness posed by providing funding for lower than required strength levels of full time support personnel in the Guard and Reserve.

D. The Army has assigned AC personnel to advise full-time, specific RC units on all aspects of unit operation. These AC personnel are called dedicated advisors. Brigade-level units, divisions, separate GOCOMs, ARCOMs, and State headquarters have dedicated advisors; however, some selected battalion-size units, by virtue of their unique nature, mobilization priority, or geographical isolation, continue to have battalion advisors assigned. The AC end strength reductions mandated by Congress have resulted in the elimination of many dedicated advisor positions.

E. In addition to the AC personnel assigned to advise specific units, there are organizations that assist units on a regional

basis. These organizations are called Readiness Groups. Readiness Groups (RG's) are established as subordinate elements of each of the CONUSA. Each RG consists of a commander, administrative and clerical assistants, branch teams, special-purpose teams staffed with officers of several branches, Maintenance Assistance and Instruction Teams (MAIT), and administration teams.

1. The readiness group's functions are summarized as follows:

- a. Providing branch and functional team assistance.
- b. Assist in establishing and achieving appropriate training objectives.
- c. Analyze the readiness status of units on a continual basis.
- d. Reporting reasons and recommending action for units that cannot attain premobilization training objectives.
- e. Assisting in securing training facilities, transportation, and other training assistance.
- f. Providing guidance and assistance in ammunition forecasting.
- g. Directing, supervising, and administering the MAIT program.
- h. Employing administrative specialists to provide advice, assistance, and instruction as necessary.
- i. Maintaining liaison and conducting visits to senior ARNG and USAR commands.

2. Each branch team within the Readiness Group consist of officers and enlisted men whose purpose is to assist in the training of ARNG and USAR units of like branch within the RG geographical boundary. Personnel are assigned to branch teams on a ratio of approximately one branch specialist per RC battalion equivalent located within the RG geographical area. Accordingly, the personnel of these branch teams provide the skills the units need to accomplish their mission. These teams provide the expertise to deal with all the units of various branches found within the readiness group's area of responsibility.

3. Functional teams provide assistance to improve training in administration, maintenance, logistics, mobilization and other similar areas. These small functional teams of three or four members each are organized on a ratio of one team to each five or six RC battalion equivalents in the region. They assist the RC in establishing, achieving, and sustaining appropriate readiness with techniques, plans, management and assessments. RGs are expected to visit each RC unit in their area at least once each training year.

F. CAPSTONE.

1. The most significant Active Component/Reserve Component interface program is the CAPSTONE program. This program established an organizational structure for managing the Total Force. Active and Reserve Component units are organized into combat packages to fill

requirements for contingencies. These combat force packages are arranged in the most efficient way from among AC, USAR, and ARNG units. Initially only a program to designate RC units to wartime headquarters, the CAPSTONE program was expanded to serve as the framework for other existing assistance programs and to include RC units that would operate the CONUS sustaining base. Units may be assigned to more than one wartime gaining command. Units slated for more than one theater are assigned a priority theater and directed to focusing training on that contingency.

2. While DA ODCSOPS has overall responsibility for CAPSTONE programs and the directed training associations that fall under it, ODCSOPS is not directly responsible for each program. Of the training associations, ODCSOPS is responsible for the Roundout, Roundup, and Mutual Support Programs. FORSCOM has responsibility for the other training associations which are the Affiliation, Partnership, CORTRAIN, and Counterpart Programs.

a. Affiliation: The Affiliation Program was conceived to improve the mobilization and deployment readiness of high priority RC units and provide added combat power earlier in the execution of contingency plans. Improved readiness is achieved by identifying ARNG and USAR units for peacetime association with the corresponding type and size AC units. The AC provides training assistance, supervision, and equipment support to the affiliated RC units for peacetime training.

b. Roundout: AC divisions may be organized with fewer units than the number required in "standard" configuration (e.g., a division with only 2 of 3 active brigades). RC units are assigned to bring the AC units to full strength. RC units designated as "roundout" will be assigned a priority for allocation of resources equal to that of their AC sponsor units. RC units in this program are scheduled to deploy with their AC sponsors or as soon as possible thereafter.

c. Augmentation (also known as Roundup): These are RC units assigned to AC divisions already at full strength and thereby augment them with increased combat power. ARNG and USAR brigades, battalions, or companies having direct wartime organization relationships with their AC sponsor are added to the AC divisions or brigades. They are scheduled to deploy with or after their AC sponsors.

d. Partnership: This program establishes a formal mutual support training relationship between major RC and AC units. This program links 8 divisions and 24 combat brigades of the ARNG and USAR with an active Army division or brigade for mutual support during peacetime training. These partnerships are established considering geographical proximity, similar type units, and wartime missions.

e. Corps/Division Training Coordination Program (CORTRAIN): This program aligns AC and RC divisions, brigades, and

regiments under CONUS based corps headquarters for the purpose of conducting corps exercises (usually CPX) to give command and staff elements experience in working as part of an operational corps.

f. Counterpart Program: This program applies specifically to attack helicopter companies and troops in the ARNG. FORSCOM designates an appropriate AC unit to sponsor and provide year-round training assistance to its ARNG counterpart. This relationship is a subset of the Partnership Program.

g. Mutual Support Program (AR 11-22). The Mutual Support Program is an unstructured working relationship between AC, USAR, and ARNG which capitalizes on any available resources to provide any manner of mutual support. The program is designed to improve mission capability and readiness, but is unfunded and only encourages AC and RC units to share resources.

G. Schools and Academies.

1. The USARF Schools and ARNG Academies are a system of schools, each independent of one another that provides needed training to the soldiers of the RC. Although the USARF school system is independent of ARNG Academies, many state TAGs are now working with the USAR to train soldiers in needed skills. Some courses are being taught by both, and they are working to eliminate these redundancies.

2. National Guard Academies teach leadership courses such as the NCOES courses, i.e., PLDC, BNCOC, ANCOC, and functional courses such as NBC and when fielded the Senior Battle Staff Sergeant Course (SBSSC). USARF schools teach entry level reclassification MOS classes, the MOS specific part (Phase II) of BNCOC and ANCOC, Warrant Officer Basic, and Officer Courses such as the Command Course Module (Phase I) and other phases of the Officer Advanced Course, CAS3, and CGSOC.

3. In the USAR, there are a total of 90 USARF schools (Annex F). These schools are subordinate to their regional MUSARC and CONUSA. In addition there are 6 CONUSA NCO Regional Academies. USARF schools are manned based on the number of courses projected to be taught in their area from STRIPES input in the current and following fiscal year, and have a stabilized TDA.

4. In the National Guard, each state TAG has a NG State Military Academy subordinate to it. Additionally there are seven ARNG Regional NCO Schools, which report to the NG Bureau. Both ARNG and USARF schools receive their POI guidance from TRADOC and POIs must be TRADOC/FORSCOM approved. However, USARF schools can develop a POI for a course that does not have an established POI for the purpose of meeting a request, provided a qualified instructor and a required student load exists. Additionally, each unit commander has the prerogative to increase the hours on the POI for a certain need not covered in the core POI.

H. Maneuver Area Commands (MAC), Maneuver Exercise Command (MEC) and Maneuver Training Commands (MTC).

1. MAC/MEC and MTC plan, prepare, conduct and control exercises for RC units. All are USAR units and CONUSA shared assets. MACs develop, write, and administer brigade, armored cavalry regiment and division level exercises. MTCs develop, write, and administer battalion and below level exercises. MEC supports all levels.

2. MAC/MEC and MTC can support external ARTEP evaluations for RC units. Preference is for early deploying and mobilizing units, whether CA, CS, or CSS. Support for AC exercises is provided only when all RC requirements have been met.

X. Mobilization.

A. Rapid expansion or commitment of American military forces to meet major national military strategy requirements will require employment of RC units. Therefore, RC unit readiness to perform wartime mission and the ability to rapidly and efficiently mobilize are of vital importance to our nation. Commanders must consider and plan for the conduct of training after mobilization and before deployment.

1. Commanders limit the tasks designated for Post-Mobilization (POSTMOB) training by full utilization of IDT and AT. POSTMOB training time, if available, will not have major items of unit equipment available, for these will be enroute to the theater of deployment.

2. The FORSCOM Mobilization and Deployment Planning System (FORMDEPS) contains information on determining POSTMOB training tasks and POSTMOB Training and Support Requirements (PTSR). The PTSR provides information to Mobilization Stations (MS) so the ranges, ground maneuver areas, ammunition, and other resources needed by units for POSTMOB training are calculated and planned to be available at the MS.

3. The NGB sponsored Mobilization and Deployment Exercise (MODRE) provides an excellent vehicle for Phases I, II, and III evaluation, and may be used as a model for requesting administrative, logistical, and movement support.

B. Mobilization is the act of preparing for war or other emergencies through the assembling and organizing of the Armed Forces and/or national resources. This process includes assembling and organizing personnel, supplies, and materiel for active military service; mobilization of the USAR and federalizing the ARNG; extending terms of service; and other actions necessary to convert to a wartime posture.

C. Generally, the magnitude of the emergency governs the level of mobilization. As authorized by law or Congressional resolution

and when directed by the President, the Department of Defense (DOD) mobilizes all or part of the Armed Forces. Types of mobilization are Presidential 200,000 Call-up, Selective, Partial, or Full Mobilization (see Annex G).

D. Mobilization is decentralized to successive levels of command, with all headquarters (CONUSA, Installations, STARC, and MUSARC) and RC units executing preplanned actions. Adjustments to preplanned actions will be made within the scope of authority of the individual headquarters to complete plans, and the higher headquarters will be informed as necessary. FORSCOM, CONUSAs, MUSARCs, and STARCs will manage problems as they are surfaced.

E. CONUSAs are responsible for the entire "Go to War" effort, and for FORSCOM missions within their boundaries. CONUSA upon mobilization commands both MUSARCs and Federalized STARCs, and exercises OPCON over both AC installations and state owned mobilization stations. CONUSAs will insure preplanned actions are implemented, and provide assistance, coordinate, and solve problems within their capability. CONUSAs also plan for the validation of mobilized general officer commands.

F. There are five phases to the mobilization of a unit.

1. Phase I - Preparatory: This consists of all the plans, preparations and coordinations that need to be accomplished prior to mobilizing for war. This is a current ongoing process whereby units maintain their unit readiness.

2. Phase II - Alert: This is the entire process of notifying units and individuals and preparing the units for active duty and movement.

3. Phase III - Mobilization at Home Station (HS): This phase consists of all those tasks such as drawing and uploading equipment necessary before moving to the Mobilization Station (MS).

4. Phase IV - Movement to Mobilization Station.

5. Phase V - Operational Readiness Improvement: This is the longest phase.

6. At the mobilization station the unit receives equipment and personnel shortage fills as well as undergoes needed training to bring the unit to a C3 combat readiness level. The specific tasks that a unit commander must accomplish for the 5 phases are listed in Annex H. From the MS the unit moves to a Port of Embarkation (POE) for transportation to the appropriate combat theater and CAPSTONE gaining unit.

G. Preparedness is the basic concept behind mobilization. To achieve this, units prepare numerous plans and conduct mobilization exercises. The basic document or "battlebook" that a unit follows

upon alert notification is the Mobilization Troop Basic Stationing Plan (MTBSP). There is no one source document that contain what information should be in MTBSP. Rather, at FORSCOM level, there are by-type unit documents which show all the areas that specific type units need to address for mobilization.

H. Department of the Army requires each unit to annually conduct deployment training. The specifics of this training are left up to the unit commander. The best training for mobilization are mobilization exercises. Mobilization exercises have been developed to test the mobilization process, plans, and agencies. On the average a RC unit will undergo some type of mobilization exercise (MOBEX) once every three years. It is the MUSARC/STARC that dictates the time and type of MOBEX that a unit will undergo.

I. Overall, there are generally four levels at which mobilization exercises are conducted: joint services, CONUSA, MUSARC, and unit. However, other missions, specific tests, and evaluations are conducted on an as-needed basis.

1. The Joint Services headquarters sponsors a 2-week mobilization exercise every two years. This exercise tests all the services' abilities to deploy RC units to their combat theater. The Department of Army and selected units participate, with the number and type of units dependent on time and funds available. As much as possible, units scheduled or planning a MOBEX are incorporated in this exercise. Part of the MOBEX includes selected company size units loading up on transports.

2. FORSCOM requires subordinate units to conduct MOBEXs. CONUSAs conduct an exercise annually, MUSARCs and STARCs biennially, and brigades and smaller units triennially.

3. The CONUSA level MOBEX is an internal CPX for the command and staff to exercise in their mobilization tasks and responsibilities. Additionally, CONUSAs sponsor mobilization workshops for the units of their MUSARCs and STARCs usually several months prior to their MOBEX. The workshop is a 2-day information session for commanders to disseminate current thinking and requirements of units during a MOBEX.

4. CONUSAs are responsible for sponsoring and evaluating the MOBEX of their MUSARCs. The MUSARC level MOBEX is also a CPX exercise for the command and staff of the MUSARC/STARC, with units providing limited input.

5. MUSARCs and STARCs are responsible for sponsoring and evaluating their major unit MOBEXs, brigades for their battalion MOBEXs, and battalions for their companies. These types of MOBEXs are usually conducted during a MUTA. They test not only the command and staff but the entire units' plans and preparedness. Administration and logistics are checked for preparedness. Mobilization plans and files are reviewed. To the extent possible, a

unit uploads its MTOE equipment and executes its movement plan. All these areas are evaluated by non-unit members. The process is cyclical and spread over three years so that a unit participates in a MOBEX once every three years.

6. To give a clearer picture of the mobilization efforts of RC units, the following is a discussion of the mobilization procedures for a battalion size unit from notification to overseas deployment.

a. Phase I concerns RC units at home station (HS) during peacetime. During this phase, units plan, train, and prepare to accomplish assigned mobilization missions, prepare mobilization plans and files as directed by CONUSA/STARC/MUSARC and FORMDEPS, attend mobilization coordination conferences, provide required planning data to the Mobilization Station (MS), and conduct mobilization training as directed. The unit must maintain a Unit Mobilization File; update its Postmobilization Training and Support Requirements (PTSR) report; develop a HS activity list to follow and maintain; practice an alert notification plan; and make coordination as needed with the MS. For the welfare of the soldier, all individual records (medical, dental, finance, and personnel) must be updated and accurate. Each soldier will have a personal mobilization packet and, for the family members of soldiers who are single parents or are married to other service members, family care plans will be made. The unit administrative section/PAC will maintain all wartime publications and forms and be able to exercise the SIDPERS system for strength maintenance. The motor pool will maintain all vehicles operationally ready and maintain maintenance records as well as the wartime PLL and MPL; POL is not required to be stored to meet wartime requirements, a unit must have a POL support plan. The Supply officer will be responsible for ensuring that all classes of supply are at their wartime required level and assure that all shortages have been ordered.

b. Phase II - The Alert phase begins when a unit receives notice of a pending order to active duty and ends when the unit enters active Federal service. The unit begins to implement actions with available personnel, facilities, and emergency activities to start the administrative and processing actions. Commanders and members of units are alerted of impending order to active duty through official command channels, normally before the information is released to the public. Notification is provided by messages according to the following time schedule:

(1) F-hour. The Secretary of Defense directs the military departments to order reservists to active duty and makes general public announcements of numbers of reservists, by Service, and the duration of service. Unit designations will not be indicated at this time. F-hour will be stated in the alert message.

(2) F-hour to F+12 hours. HQDA issues alert notification to the Chief, National Guard Bureau (NGB), CG FORSCOM, area commanders (CONUSAs), and other appropriate addressees. The

Chief, NGB transmits the notification by the most expeditious means available to the State governors through the State Adjutants General.

(3) F+12 to F+18 hours. Unit commanders and advisors of all affected RC units are notified by coded message.

(4) Prior to F+19 hours. Unit commanders alert unit members.

(5) F+19 hours. The news media may then be notified of details of mobilization by CONUSAs and State Adjutants General.

(6) From the date of mobilization and federalization of ARNG units, the CONUSA executes command and control over ARNG units through the STARC. During the alert phase ARNG units, including the STARC, remain under the control of the governor. CONUSAs have command and control over the STARC on mobilization, not before. The STARC supervises the mobilization of the ARNG for the CONUSA until the unit closes on its mobilization station, where the mobilization station assumes direct control. The STARC also has the mission to provide relocation assistance and support to families of all military personnel (AC and RC) who are displaced as a result of mobilization in the form of information, referral and follow-up.

c. Once the unit has received its alert notification, it immediately initiates its alert plan to notify all unit personnel. As unit members begin to arrive, actions by various staff sections are ongoing. The commander takes actions outlined in the mobilization checklist and updates the PTSR and its 2-week training schedule. The PAC transfers all simultaneous membership program (SMP) participants, cadets in ARNG OCS, and high school students. The Supply Officer begins to conduct an inventory of unit property, coordinates movement of all the units equipment and supplies, and verifies arrangements for logistical support. The unit itself prepares for HS mobilization activities and identifies members for an advance party.

d. Mobilization at HS, Phase III, begins with the unit's entry on active federal status, and is not dependant upon the arrival and assembly of the soldiers in the unit. Once it has assembled its personnel, the unit initiates its HS activity schedule which contains personnel processing and completing activities for movement to MS. This includes such things as uploading organic vehicle with MTOE equipment according to pre-made plans and conducting limited training. This training would focus on necessary but easier non-equipment related instruction such as briefings on Code of Conduct, SAEDA, personal affairs and dependent information. The advance party is dispatched to the MS. The PAC reviews and updates personnel, finance, and medical records and begins a variety of other administrative tasks. The Supply Officer transfers facility and nonorganic property, conducts a show-down inspection, and prepares to move to the MS.

e. Phase IV is the Movement to the MS. This phase begins with the unit's departure from HS and ends when the unit closes at its MS. The unit executes its prepared movement plan. The unit commander reports to the MS commander and is then subordinate to his authority. Organic vehicles are normally used when the MS is within a 1-day road march. Excess equipment and personnel are moved by commercial means. This sets the stage for Phase V, Operational Readiness Improvement.

f. The purpose of Phase V, Operational Readiness Improvement, is to allow the commander to prepare his unit for combat. This is accomplished by performing those actions to bring the unit to mission ready status (as defined in AR 220-1). During this phase the RC unit receives personnel and equipment shortage fills. The MS commander mission is to receive the unit, and fill resourcing needs, support training, and direct activities of incoming RC units. The unit commander focuses on training his unit.

g. To organize his training, the unit commander uses his METL and his PTSR. The unit commander must provide the MS DPTS an outline of the first two weeks of training tasks he has determined must be conducted specifically for MS, which is used to develop a training schedule. As provided by AR 220-1, the validation SOP of the MS (maintained by the MAT) sets the procedures and the METL sets the standards by which the unit will be evaluated and validated as combat ready. The unit commander uses these documents with the PTSR to organize his training.

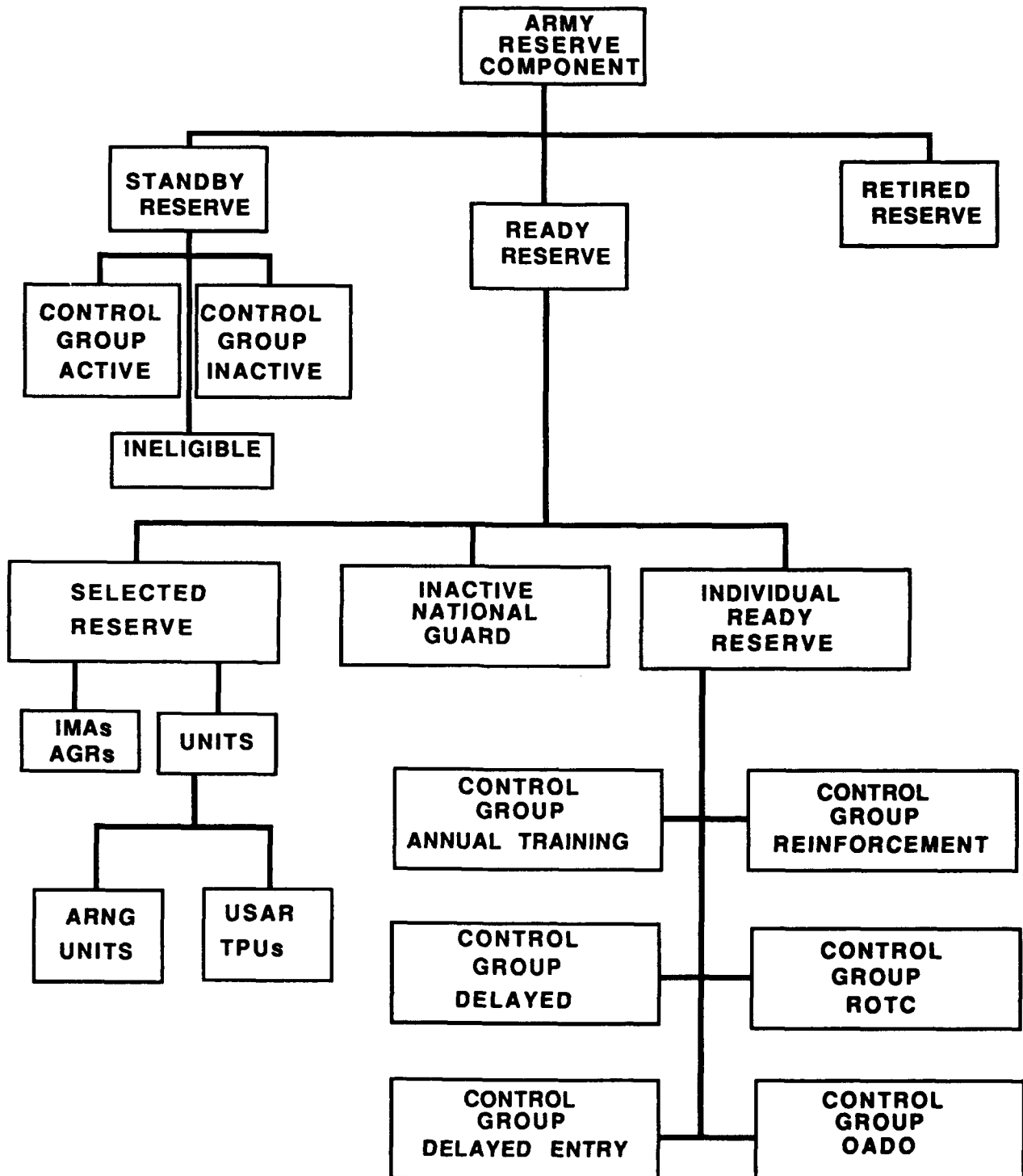
h. Since all the training areas and resources are under the control of the MS commander, the unit commander coordinates with the Director of Plans, Training, and Security, or his designee, to finalize his training and support requirements.

i. The MS commander is responsible for ensuring that all units subordinate to him are combat ready prior to the movement to the Port of Embarkation (POE). The MS commander accomplishes his responsibilities through various means available to him. To ensure that all units are mission ready, the MS commander controls the distribution of replacement equipment and filler personnel (who come from the IRR, broken-up units, etc). Another and more common means the MS Commander uses is cross leveling of personnel and equipment from a high strength unit to a non-mission capable unit to bring it up to a mission ready status. Although ARNG and USAR unit members must be mobilized together as a unit, the members become part of the total army after mobilization, and can be sent anywhere. The RC recruiting /retention slogan of 'Train Together, Fight Together' cannot always be assured in practice, as the mobilization records of World War II and Korea illustrate. The MS submits a DEMSTAT 96 hours prior to a unit's scheduled deployment, stating any shortages and asking CONUSA, FORSCOM, and ARPERCEN for fillers. If the unit cannot be made mission ready before deployment, the gaining command may accept the unit as it is, or elect to delay deployment.

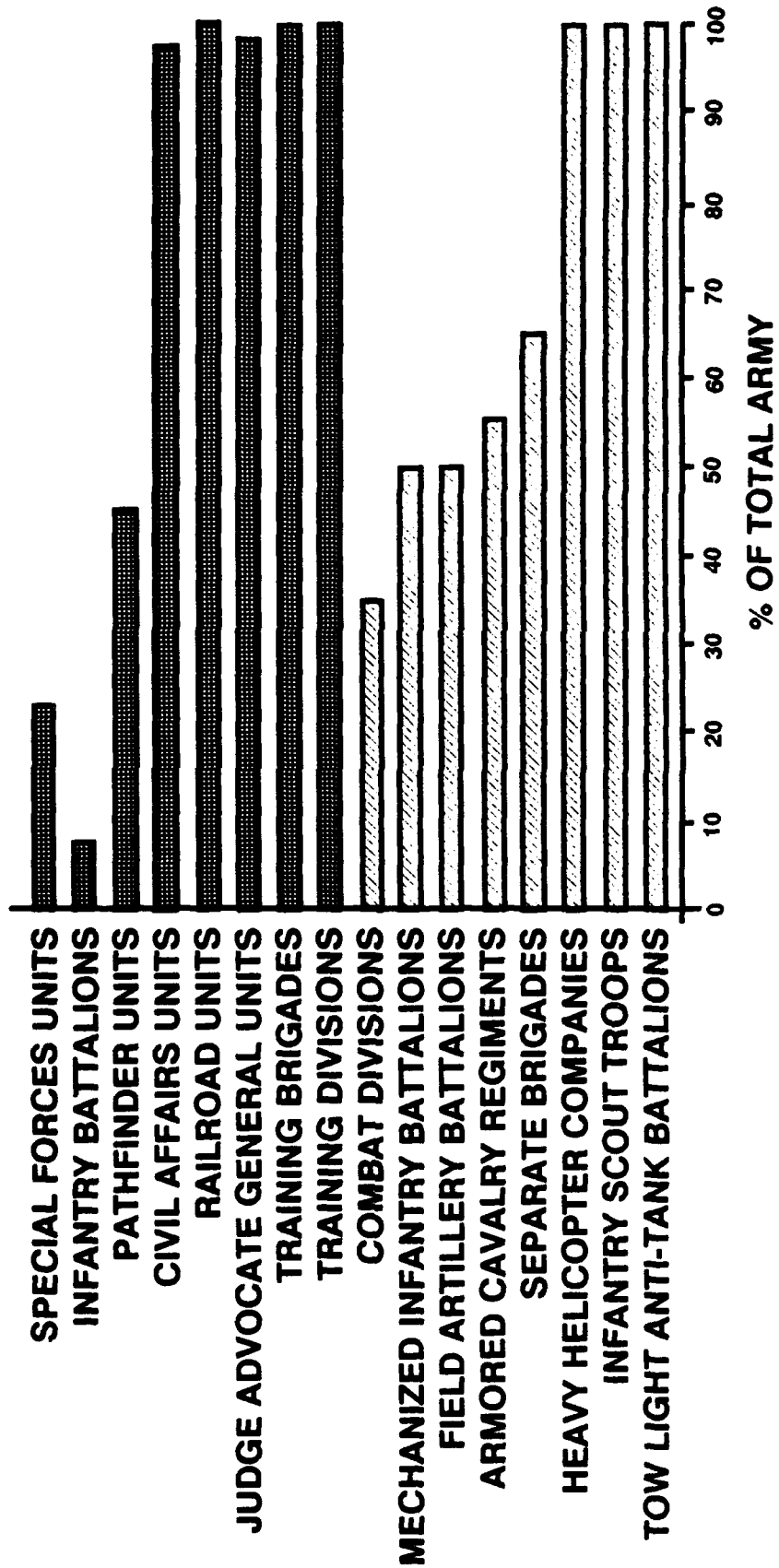
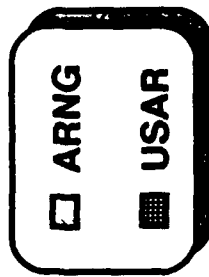
j. For the training of units, the MS commander has various training personnel, resources (mainly from FORSCOM), and training areas to control and thereby optimize training efficiency. A special group of individuals known as Mobilization Assistance Teams has the task of evaluating units, and assists the MS commander in his task of validating their combat readiness before they depart for the Port of Debarkation.

k. Once the unit arrives at its Port of Debarkation, it is under the authority of the combat theater. The theater command provides all needed administrative and logistical support and links the unit with its gaining CAPSTONE commander.

ARMY RESERVE COMPONENT STRUCTURE



ARMY RESERVE COMPONENT TOTAL FORCE CONTRIBUTION



Annex B

RC ORGANIZATIONS AND ASSOCIATIONS

1. Numerous organizations and associations exist which offer benefits and services to ARNG and USAR members. Many of these organizations are active in proposing supporting legislation considered beneficial. A few of the organizations and associations are:

2. The National Guard Association of the United States (NGAUS). NGAUS presently has about 50,000 members. Membership is open to all officers and warrant officers who served in a federally recognized status with either the Army or Air National Guard. A full-time staff maintains liaison with key Congressmen and staffers, with DOD, and with DA. The NGAUS staff provides studies and other data, testifies before Congress or arranges testimony by members, works with the press, and is very active in any area concerning the ARNG.

3. The Enlisted Association of the National Guard of the United States (EANGUS). EANGUS has about 30,000 members who are enlisted Army and Air National Guardsmen.

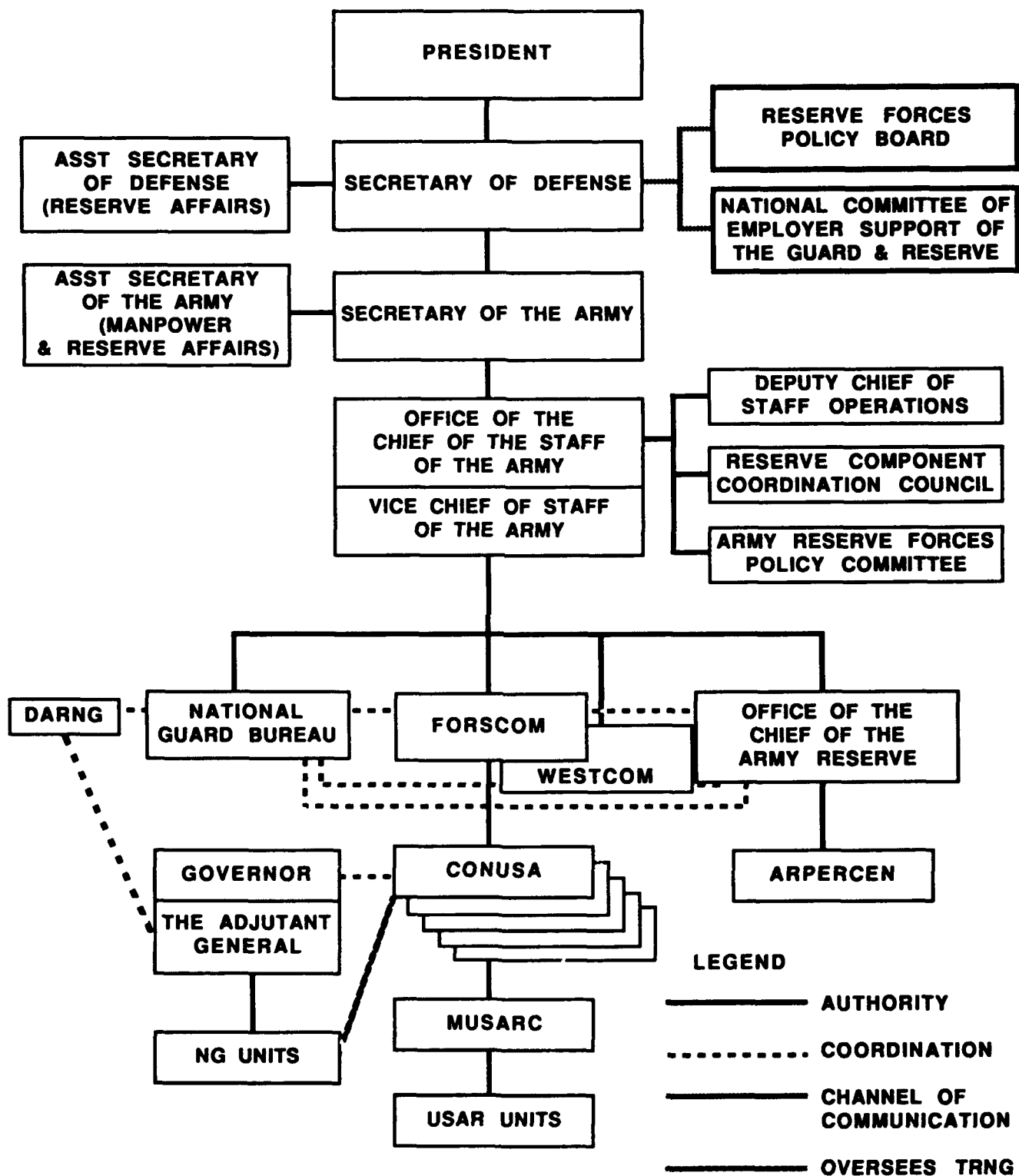
4. The Reserve Officers Association (ROA). Chartered by Congress in 1922, the ROA has over 120,000 members. Every commissioned and warrant officer of the Army, Navy, Air Force, Marines or Coast Guard, active, reserve, or retired, is eligible. ROA works closely with Congress, as well as with state and local governments, to promote national security as well as issues of concern to reserve officers.

5. The Interallied Confederation of Reserve Officers (CIOR). CIOR was founded in 1948 by the 12 NATO countries with Reserve Forces. This organization acts in an advisory capacity to NATO and to the Defense Departments of the member NATO countries. It also annually sponsors team and individual military competitions in shooting (small arms), obstacle course, utility swimming, and orienteering. A companion organization, CIOMR, consists of reserve medical officers.

6. The Senior Army Reserve Commanders' Association (SARCA). SARCA was formed in 1949. Membership is limited to USAR general officers and USAR colonels in the following categories: those holding general officer positions, chiefs of staff, and O-6 commanders or colonels serving on AGR tours. Its purpose is to support the USAR in its role as a vital part of the Total Force.

7. The Reserve Enlisted Association (REA). All enlisted members (including former enlisted) of all military services, active, reserve, or retired, are eligible for membership. In addition to supporting the primary goal of national defense (see ROA), this organization's purpose is to facilitate a more effective, better-trained NCO Corps in the RC.

CHAIN OF COMMAND FOR THE USAR/ARNG



Annex DTABLE OF MINIMUM OBLIGATIONS AND ENLISTMENT OPTIONS
FOR RESERVE ENLISTED PERSONNEL

If the soldier is a	Has the following amount of AD, ADT time credited to him	his total obligation is	He is a member of the Ready Reserve and may participate in the Ready Reserve in one of the following manners:
RA 2-yr enlistee	2 yrs	8 yrs	Con Gp (AT) until 8th anniversary. <u>2 yrs in a unit and 4 yrs in Con Gp (Reinf).</u> <u>1 yr in a unit and 5 yrs in Con Gp (Reinf).</u>
RA 3-yr enlistee	3 yrs	8 yrs	Con Gp (Reinf) until 8th anniversary. <u>1 yr in a unit and 4 yrs in Con GP (Reinf).</u>
RA 4-yr enlistee	4 yrs	8 yrs	<u>4 yrs Con Gp (Reinf)</u>

Annex E

TABLE OF MINIMUM OBLIGATIONS AND APPOINTMENT OPTIONS
FOR RESERVE OFFICER PERSONNEL

Source of Accession Type of Commission	If the officer is credited with following, AD, ADT period of service,	his total obligation is	he may participate in the Ready Reserve in one of the following ways
Officers appointed from ROTC	Period needed to complete the Active component resident officer basic course.	8 yrs	6 yrs in a unit- remainder in Con Gp (Reinf).
	2 yrs to 8 yrs	8 yrs	Con Gp (Reinf) until 8th anni- versary of ap- pointment as an officer.
Officers appointed from ROTC who received an ROTC scholarship	5 yrs	8 yrs	Con Gp (Reinf) until 8th anni- versary of ap- pointment as an officer.
	3 through 4 yrs	8 yrs	Con Gp (Reinf) until 8th anni- versary of ap- pointment as an officer.
	Minimum of of 2 yrs, but less than 3 yrs	8 yrs	4 yrs in a unit- remainder in Con Gp (Reinf)
	Period needed to complete the Active compo- nent resident officer basic course.	8 yrs	In a unit until 8th anniversary of appointment as an officer.
Officers appointed from OCS (ARNG/USAR)	12 or more	8 yrs weeks	6 yrs in a unit- remainder in Con Gp (Reinf).
Officers appointed from OCS (Active Component) with less than 12 mos AD as an EM	2 yrs as a commissioned officer	8 yrs	Until 8th anni- versary of initial enlistment, or appointment, or induction.
Direct ARNG/USAR appointment (AMEDD, JA,CH only)	12 or more weeks	8 yrs	Until 8th anni- versary of ap- pointment as officer

Annex F LISTING OF USARF SCHOOLS, ARNG NCO SCHOOLS,
REGIONAL TRAINING SITES, AND CONSOLIDATED TRAINING FACILITIES
MANEUVER AREA/TRAINING COMMANDS

A. USARF Schools - TRADOC Affiliate Indicated Under Name

First U.S. Army (24 USARF Schools)

SCHOOL NAME	ADDRESS	PHONE
1031ST USARF SCHOOL Intell School(Ft Devens)	700 South Quaker Lane West Hartford, CT 06110-1292	(203) 233-8211
1033D USARF SCHOOL Intell School(Ft Devens)	69 Presumpscot Street Portland, ME 04101-0893	(207) 773-0893
1034TH USARF SCHOOL Intell School(Ft Devens)	2500 Liberty Drive Londonderry, NH 03053-2251	(603) 432-0981
1035TH USARF SCHOOL Intell School(Ft Devens)	Fort Ethan Allen 10 Barnes Ave, Winooski, VT 05404-1127	
1036TH USARF SCHOOL Quartermaster School	950 New Castle Road Farrell, Pa 16121-1266	(412) 981-7162
1037TH USARF SCHOOL Transportation School	Barnes Bldg, 495 Summer St Boston, MA 02210-2174	(617) 451-4569 Av 955-4567
1049TH USARF SCHOOL Intell School(Ft Devens)	Bldg 5550, Westover AFB Chicopee, MA 01022-1097	(413) 593-1132
1150TH USARF SCHOOL Transportation School	USAR Center, Fort Hamilton Brooklyn, NY 11252-7430	(718) 630-4026 Av 232-4305
1151ST USARF SCHOOL Ordnance School	2393 Colvin Boulevard Tonawanda, NY 14150-4414	(716) 693-9147
1154TH USARF SCHOOL Transportation School	Ernie Pyle USARC, Fort Totten Flushing, NY 11359-1016	(718) 352-5726
1155TH USARF SCHOOL Engineer School	2550 Woodridge Avenue Edison, NJ 08817-5603	(201) 287-0469
1157TH USARF SCHOOL Ordnance School	1201 Hillside Avenue Schenectady, NY 12309-3597	(518) 473-9720
1159TH USARF SCHOOL Ordnance School	Holleder USARC, 515 Ridge Rd Webster, NY 14580-1789	(716) 671-7502
1163D USARF SCHOOL Transportation School	555 E. 238th Street Bronx, NY 10470-1596	(914) 476-6017
2059TH USARF SCHOOL Engineer School	2940 Airport Road Bethlehem, PA 18017-2166	(717) 437-2992

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SCHOOL NAME	ADDRESS	PHONE
2070TH USARF SCHOOL Engineer School	Bldg 2458 Ft Belvoir, VA 22060-5748	(703) 664-1711 Av 354-1711
2071ST USARF SCHOOL Engineer School	12100 Greenspring Avenue Owings Mills, MD 21117-1699	(301) 252-2935
2072D USARF SCHOOL Engineer School	Comly & Woodhaven Roads Philadelphia, PA 19154-1634	(215) 677-4550
2073D USARF SCHOOL Quartermaster School	950 Saw Mill Run Blvd Pittsburg, PA 15226-1148	(412) 481-7500
2076TH USARF SCHOOL Ordnance School	3931 Kirkwood Highway Wilmington, DE 19808-5199	(302) 998-1350
2079TH USARF SCHOOL Quartermaster School	1305 Sherwood Avenue Richmond, VA 23220-1209	(804) 355-3962
2090TH USARF SCHOOL Quartermaster School	2997 North Second Street Harrisburg, PA 17110-1297	(717) 234-5986 AV 235-2516
2091ST USARF SCHOOL Ordnance School	Pine St & Colfax Avenue Scranton, PA 18510-1994	(717) 342-9710
2093D USARF SCHOOL Missile & Munitions	101 Lakeview Drive Charleston, WV 25313-1485	(304) 776-5294
<u>Second U.S. Army (19 USARF Schools)</u>		
2074TH USARF SCHOOL Armor School	Bowman Field, Hanger #7 Louisville, KY 40205-3103	(502) 684-5253
2085TH USARF SCHOOL Armor School	1051 Russell Cave Pike Lexington, KY 40505-3494	(606) 254-2085
2979TH USARF SCHOOL Air Defense Artillery	Fort Buchanan San Juan, PR 00934-5000	(809) 783-2424
3283D USARF SCHOOL Signal School	2385 Chamblee-Tucker Road Chamblee, GA 30341-3499	(404) 458-7255
3285TH USARF SCHOOL Special Warfare Center	1330 Westover Street Charlotte, NC 28205-5124	(704) 371-6655
3286TH USARF SCHOOL Special Warfare Center	2017 W. Garner Road Garner, NC 27529-2699	(919) 779-1471
3287TH USARF SCHOOL Signal School	5116 Forest Drive Colombia, SC 29206-4998	(803) 751-5228
3288TH USARF SCHOOL Signal School	2201 Laurens Road Greenville, SC 29607-3299	(803) 242-1547

SCHOOL NAME	ADDRESS	PHONE
3289TH USARF SCHOOL Signal School	9 Chisolm Street Charleston, SC 29401-1831	(803) 722-4131 Av 734-3219
3290TH USARF SCHOOL Missile & Munitions	160 White Bridge Road Nashville, TN 37209-4598	(615) 352-4461
3291ST USARF SCHOOL Missile & Munitions	2562 Avery Avenue Memphis, TN 38112-4898	(901) 521-4818
3292D USARF SCHOOL Quartermaster School	P.O. Box 2445 Knoxville, KY 37901-2445	(615) 673-4270
3294TH USARF SCHOOL Infantry School	1690 Riverside Drive Macon, GA 31201-1399	(912) 742-5212
3385TH USARF SCHOOL Military Police School	Suite 46, 255 West Oxmoor Rd Birmingham, AL 35209-6383	(205) 834-2460
3387TH USARF SCHOOL Infantry School	5601 San Amaro Drive Coral Gables, FL 33146-2481	(305) 661-1642
3388TH USARF SCHOOL Infantry School	4815 North Hubert Avenue Tampa, FL 33614-6493	(813) 876-7380
3390TH USARF SCHOOL Aviation School	P.O. Box 54349 Jackson, MS 39208-4349	(601) 932-4509
3391ST USARF SCHOOL Infantry School	PO Box 25, US Naval Air Station Jacksonville, FL 32212-0025	(904) 778-0723
3392D USARF SCHOOL Missile & Munitions	2720 Patton Road Huntsville, AL 35805-4366	(205) 536-5631

Fourth U.S. Army (14 USARF Schools)

2075TH USARF SCHOOL Armor School	1600 Seymore Avenue Cincinnati, OH 45237-3095	(513) 351-6505
2077TH USARF SCHOOL Soldier Support Inst	Huisman USARC, 25445 Harvard Rd Cleveland, OH 44122-6201	(216) 464-7044
2078TH USARF SCHOOL	2383 C Ave, Bldg 321 Rickenbacker Airport Columbus, OH 43217-1034	(614) 491-0327
2087TH USARF SCHOOL Armor School	511 Phillips Avenue Toledo, OH 43612-1328	(419) 476-5536
4160TH USARF SCHOOL Soldier Support Inst	Kingsbury USARC Kingsbury, IN 43645-0358	(219) 393-9068

SCHOOL NAME	ADDRESS	PHONE
5030TH USARF SCHOOL Soldier Support Inst	PO Box 16501, Bldg 126 Ft Benjamin Harrison, IN 46216-6473	(317) 549-5079
5032D USARF SCHOOL Military Police School	26402 W. 11 Mile Road Southfield, MI 48034-2295	(313) 981-1709
5033D USARF SCHOOL Military Police School	810 Marshall Street Lansing, MI 48912	(517) 882-1760
5034TH USARF SCHOOL Chemical School	18960 S. Halsted Street Homewood, IL 60430-4167	(312) 935-7426
5035TH USARF SCHOOL Soldier Support Inst	1429 Northmoor Road Peoria, IL 61614-3498	(309) 441-3169
5040TH USARF SCHOOL Chemical School	225 E. Army Post Road Des Moines, IA 50135-5899	(515) 294-1017
5041ST USARF SCHOOL Chemical School	3440 N. Division Street Davenport, IA 52806-5498	(319) 391-7905
5042D USARF SCHOOL Chemical School	Bldg 67, Fort Snelling St Paul, MN 55111-4072	(612) 725-5213
5045TH USARF SCHOOL Military Police School	3344 Concord Avenue Madison, WI 53714-1101	(608) 783-3804
<u>Fifth U.S. Army (19 USARF Schools)</u>		
4150TH USARF SCHOOL Air Defense Artillery	10031 East Northwest Hwy Dallas, TX 75238-4399	(214) 346-6678
4151ST USARF SCHOOL Missile & Munitions	1850 Old Spanish Trail Houston, TX 77054-2025	(713) 799-7984
4152D USARF SCHOOL Aviation School	Delgado Junior College 615 City Park Avenue New Orleans, LA 70119-4395	(318) 365-6761
4153D USARF SCHOOL Air Defense Artillery	400 Wyoming Blvd NE Albuquerque, NM 87123-1093	(505) 292-4666
4154TH USARF SCHOOL Field Artillery School	1215 S. Shiller Street Little Rock, AR 72202-5239	(501) 378-6199
4155TH USARF SCHOOL Field Artillery School	2100 NE 37th Street Oklahoma City, OK 73111-2100	(405) 424-0052
4156TH USARF SCHOOL Field Artillery School	1101 N. 6th Street, Suite 3 Broken Arrow, OK 74012-2041	(918) 581-8060

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SCHOOL NAME	ADDRESS	PHONE
4157TH USARF SCHOOL Aviation School	1735 Foss Street Baton Rouge, LA 70802-3598	(504) 344-9422
4158TH USARF SCHOOL Aviation School	1500 Airport Drive Shreveport, LA 71107-7296	(318) 259-3088
4159TH USARF SCHOOL Sergeants Major Academy	2800 Crestline Road Fort Worth, TX 76107-3081	(817) 571-6822
4161ST USARF SCHOOL Aviation School	3020 College Street Beaumont, TX 77701-4698	(409) 833-6372
4162D USARF SCHOOL Sergeants Major Academy	4601 Fairview Drive Austin, TX 78731-5398	(512) 498-6997
4164TH USARF SCHOOL Sergeants Major Academy	Ft Sam Houston 1920 Harry Wurzbach Hwy San Antonio, TX 78209-6097	(512) 221-4603
4166TH USARF SCHOOL Sergeants Major Academy	28198 W. Fourth Street Lubbock, TX 79415-3498	(806) 355-1967
5038TH USARF SCHOOL Soldier Support Inst	4301 Goodfellow Blvd St Louis, MO 63120-1794	(314) 263-3351
5039TH USARF SCHOOL Cmd and Gen Staff College	11101 Independence Avenue Independence, MO 64054-1511	(417) 887-4088
5047TH USARF SCHOOL Cmd and Gen Staff College	Menninger USARC 2004 Washington Street Topeka, KS 66607-1397	(913) 842-3748
5048TH USARF SCHOOL Field Artillery School	4900 S. Clifton Wichita, KS 67216-3407	(316) 689-3367
5049th USARF SCHOOL Cmd and Gen Staff College	Bldg 259, 30th & Fort Sts Omaha, NE 68111-1697	(402) 221-4205
<u>Sixth U.S. Army (12 USARF Schools)</u>		
5043D USARF SCHOOL Cmd and Gen Staff College	1800 W. Russell Street Sioux Falls, SD 57104-1394	(605) 534-3673
5046TH USARF SCHOOL Sergeants Major Academy	McWethy USARC Bldg T-339, Fitzsimmons Aurora, CO 80045-7050	(303) 699-7127
6220TH USARF SCHOOL Intell School(Ft Huachuca)	Patton USARC, Bldg 31 Bell, CA 90201-6499	(213) 263-6975
6222D USARF SCHOOL Field Artillery School	655 Westminister Drive Pasadena, CA 91105-1512	(818) 795-0415

SCHOOL NAME	ADDRESS	PHONE
6224TH USARF SCHOOL Intell School(Ft Huachuca)	515 N. 48th Street Phoenix, AZ 85008-6606	(602) 267-8485
6227TH USARF SCHOOL Air Defense Artillery	Bldg 916 Presidio of San Francisco, CA	(415) 561-5047 94129-7000
6228TH USARF SCHOOL Armor School	373 W. Fort St, Lower Level Boise, ID 83702-4583	(208) 334-1656
6229TH USARF SCHOOL Intell School(Ft Huachuca)	Bldg 614 Vancouver Barracks, WA 98661-3286	(503) 285-5577
6232D USARF SCHOOL Intell School(Ft Huachuca)	Bldg 131 Fort Douglas, UT 84113-5007	(802) 524-3319 AV 924-4320
6236TH USARF SCHOOL Intell School(Ft Huachuca)	5119 Portland Avenue Tacoma, WA 98404-4599	(206) 474-7265
6237TH USARF SCHOOL Air Defense Artillery	Bldg 340, Res Forces Tng Area Dublin, CA 94568-5201	(415) 561-6237
6241ST USARF SCHOOL Transportation School	Walker USARC 3800 N. Sullivan Road Spokane, WA 99216-1678	(509) 926-6293
<u>Western Command (1 USARF School)</u>		
4960TH USARF SCHOOL Field Artillery School	2058 Maluhia Road Fort DeRussy, HI 96815	
<u>US Army Europe (1 USARF School)</u>		
3747TH USARF SCHOOL	Frankfurt Reserve Forces School APO New York, NY 09710	

USARF schools are controlled by the CONUSAs through their MUSARCs. They offer MOS courses (reclassification only), NCOES, OAC, CAS3, and CGSOC. They are open to both USAR and ARNG personnel, although the USARF schools train many AC officers in CGSOC as well.

B. USAR NCO Academies

<u>CONUSA</u>	<u>Location</u>	<u>Established</u>
1st Army	Ft Indiantown Gap, PA	yes
2d Army	Ft Bragg, NC	yes
	Ft Jackson, SC	yes
4th Army	Ft McCoy, WI	yes
5th Army	Ft Chaffee, AR	yes
6th Army	Camp Parks, CA	yes

CONUSA Regional NCO Academies are for both USAR and ARNG personnel. The courses taught are PLDC, BNCOC, ANCOC, and the LSG course. The academies are staffed with 79 personnel, of which 17 are full time military.

C. ARNG Regional NCO Schools

<u>UNIT</u>	<u>ADDRESS</u>	<u>PHONE</u>
REGION 1 NCO SCHOOL PLDC-RC	Ft Indiantown Gap Bldg 9-13, Annville, PA 17003-5002	AV 238-8876
REGION 2 NCO SCHOOL PLDC-RC	ARNG Training Center, RT 1, Box 265 Eastover, SC 29044-9732	AV 583-7348
REGION 3 NCO SCHOOL PLDC-RC	Camp Shelby, Warehouse Ave Shelby, MS 39407-5500	AV 921-2753
REGION 4 NCO SCHOOL PLDC-RC	Nebraska ARNG Military Academy RT 1, Camp Ashland, NE 68003-9801	AV 720-1209
REGION 5 NCO SCHOOL PLDC-RC	Camp Williams, RFD #1 Riverton, UT 84065-4999	AV 924-3780
REGION 6 NCO SCHOOL PLDC-AC and ANCOC-AC (76Y)	Camp Beauregard, Bldg 507, Box 27 Pineville, LA 71360-3737	AV 485-8222 EXT 233/273
PROFESSIONAL EDUCATIONAL CENTER	Camp Robinson [ANCOC-RC] North Little Rock, AR	

ARNG Regional NCO Schools are controlled by the NGB. Both USAR and ARNG personnel may attend.

D. State ARNG Military Academies are run by each state TAG. Although they are primarily for ARNG personnel from that state, other ARNG and USAR personnel may attend. Courses taught are OCS (except for Virgin Islands and Guam), PLDC and ANCOC (leadership), and other functional area and special (non-MOS producing) courses.

E. Regional Training Site - Medical

<u>CONUSA</u>	<u>Component</u>	<u>Location</u>	<u>Established</u>
2d Army	ARNG	Camp Shelby, MS	FY 88
1st Army	ARNG	Ft Indiantown Gap, PA	FY 89
1st Army	USAR	Ft Devens, MA	FY 90
2d Army	USAR	Ft Gordon, GA	FY 91
4th Army	USAR	Ft McCoy, WI	FY 92
5th Army	USAR	Ft Chaffee, AR	FY 91
6th Army	USAR	Camp Parks, CA	FY 90

Regional Training Sites - Medical (RTS-MED) are controlled by NGB and the CONUSAs for the ARNG and USAR, respectively. They are for New Equipment Training (NET) and Doctrine and Tactics Training (DTT) for USAR and ARNG medical units.

F. USAR/ARNG Regional Training Sites Maintenance (RTS-MAINT)

Regional Training Sites-Maintenance are controlled by FORSCOM through the CONUSAs for the 5 USAR sites and by NGB for the 12 ARNG sites.

Members of either reserve component may train at the sites. Twenty-two MOSSs are currently planned to be available. They are: 27E, 31E, 41C, 43M, 44B/E, 45B/G/K/L, 52C/D/F, 62B, 63B/G/H/J/W, and 76C/P/V. Additionally, two hi-tech RTS-MAINT have been established at AMC depots located at Tobyhanna, Pennsylvania, and Sacramento, California, for complex technical MOSSs. The eleven MOSSs currently programmed are: 26C, 29J/M/N, 34L/T/Y, 35E, 36L, and 41B/E.

<u>ARNG RTS-MAINT Sites</u>	<u>ADDRESS</u>	<u>PHONE</u>
FORT DIX RTS-MAINT	Eggert Crossing Rd, CN 340 Trenton, NJ 08625-0340	(609) 530-7020 AV 445-9219
FORT BRAGG RTS-MAINT	P.O. Box 70850 Ft Bragg, NC 28307-5000	(919) 396-4032 AV 236-4032/8308
CAMP SHELBY RTS-MAINT	Warehouse Ave Camp Shelby, NS 39407	(601) 584-2237 AV 921-2237
CAMP DODGE RTS-MAINT	7700 NW Beaver Drive Johnson, IA 50131-1902	(515) 278-9523 AV 946-2523
CP BLANDING RTS-MAINT	RT #1, Box 486 Starke, FL 32091-9710	AV 960-3200/3512
CAMP ROBERTS RTS-MAINT	OTAG California, ATTN: CAOT-TO P.O. Box 214405 Sacramento, CA 95821-4405	AV 949-8122
FORT CUSTER RTS-MAINT	Fort Custer Training Center 2514 26th Street Augusta, MI 49012-920	(616) 731-2157
CAMP RIPLEY RTS-MAINT	Office of A&E, P.O. Box 348 Camp Ripley, MN	(612) 632-6631 AV 871-7485
GOWEN FIELD RTS-MAINT	OTAG, ID; ATTN: GFTC-Z P.O. Box 45 Boise, ID 83707-4513	(208) 389-5883 AV 941-5883
FORT RILEY RTS-MAINT	OTAG; ATTN: AGKS-DPOT-FI P.O. Box C-300 Topeka, KS 66601-0300	(913) 233-7560 AV 720-8154
HAWAII RTS-MAINT	State Training Officer 3949 Diamond Head Road Honolulu, HI 96816-4495	(808) 737-8550
JEFFERSON BARRACKS RTS-MAINT	Jefferson Barracks St. Louis, MO	FY 90
FORT STEWART RTS-MAINT	FT Stewart, GA	FY 91
USATB		

<u>JMC Hi-Tech RTS-MAINT</u>	<u>ADDRESS</u>	<u>PHONE</u>
TOBYHANNA ARMY DEPOT RTS-MAINT	Tobyhanna Army Depot Tobyhanna, PA 18466-5041	(717) 894-7543 AV 795-7543
SACRAMENTO ARMY DEPOT	Sacramento Army Depot ATTN: SPSSA-APT Sacramento, CA 95813-5087	(916) 388-2760 AV 839-2760
<u>FORSCOM-USAR RTS-MAINT</u>	<u>ADDRESS</u>	<u>PHONE</u>
FORT DEVENS RTS-MAINT	Box 65, Barnum Road Bldg 3713 Ft Devens, MA 01433-5850	AV 256-2327
FORT INDIANTOWN GAP RTS-MAINT	Annville, PA 17003-5011	AV 235-2377/2249
FORT HOOD RTS-MAINT	FT Hood, TX	FY 90
FORT MCCOY RTS-MAINT	FT McCoy, WI	FY 91
FORT CHAFFEE RTS-MAINT	FT Chaffee, AR	FY 92
<u>TRADOC-USAR RTS-MAINT</u>	<u>ADDRESS</u>	<u>PHONE</u>
ABERDEEN PROVING GROUND RTS-MAINT	Aberdeen Proving Ground, MD	FY 91

G. Consolidated Training Facilities (CTF)

Consolidated Training Facilities are under the control of the CONUSAs. They are for sustainment training of both USAR and ARNG personnel. The courses offered are for military intelligence personnel in Career Management Fields (CMFs) 05, 33, 96, and 98.

<u>CTF</u>	<u>ADDRESS</u>	<u>PHONE</u>
First U.S. Army CTF	P.O. Box 8 Fort Dix, New Jersey 08640-0008	(609) 562-4179 AV 944-4179
Fourth U.S. Army CTF	Bldg 181 Stop 650N Fort Sheridan, IL 60037-5000	(312) 926-6541 AV 459-6541
Fifth U.S. Army CTF	Camp Bullis, Bldg 6120 (AFKB-OP-IS-CTF) Fort Sam Houston, TX 78234-5000	(512) 221-7672 AV 471-7672
Sixth U.S. Army CTF	Hamilton Army Airfield, Bldg 40 Novato, California 94949-5079	(415) 382-3382 AV 586-3382
Second U.S. Army CTF	FT Gillem, GA	FY 91

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H. Intelligence Training Army Area Schools (ITAAS)

ITAASs are controlled by the CONUSAs. They MOS qualify those prior service personnel in the intelligence CMFs who cannot attend an AC school. ITAASs are open to both USAR and ARNG personnel.

<u>ITAAS</u>	<u>ADDRESS</u>	<u>PHONE</u>
FIRST ARMY ITAAS	P.O. Box 73 Fort Devens, MA 01433-5730	AV 256-6071
SECOND ARMY ITAAS	P.O. Box 70013 Fort Bragg, NC 28307-5000	AV 236-6837
FOURTH ARMY ITAAS	Bldg 902 Fort McCoy, WI 54646-5000	AV 280-4120
FIFTH ARMY ITAAS	1920 Henry Wurzburg Hwy San Antonio, TX 78234-7000	AV 471-7738
SIXTH ARMY ITAAS	USAFRC, Bldg 15 Los Alamitos AFRC, CA 90720-5001	AV 972-2805

I. MANEUVER AREA/TRAINING (MAC/MTC) COMMANDS MAC and MTC are USAR units and CONUSA shared assets. MACs develop, write, and administer brigade, armored cavalry regiment and division level exercises. MTCs develop, write, and administer battalion and below level exercises.

<u>UNIT</u>	<u>ADDRESS</u>	<u>PHONE</u>
75th MANEUVER AREA COMMAND	1850 Old Spanish Trail Houston, TX 77054-2025	(713) 799-7582
87th MANEUVER AREA COMMAND	1400 Golden Acorn Drive Birmingham, AL 35244-1295	(205) 987-3933
1ST MANEUVER TRAINING COMMAND 6A	Denver Federal Center Denver, CO 80225	(303) 236-7374
2D MANEUVER TRAINING COMMAND 2A	4350 South Drive Jackson, MS	(601) 355-5543
76TH MANEUVER TRAINING COMMAND 1A	1600 Division Road West Warwick, RI 02893	(401) 884-1904
78TH MANEUVER TRAINING COMMAND 1A	Fort Dix USARC Fort Dix, New Jersey 08640-5730	(609) 562-4171
80TH MANEUVER TRAINING COMMAND 1A	1741 East Belt Blvd Richmond, VA 23224-4999	(804) 232-5669

USATB

<u>UNIT</u>	<u>ADDRESS</u>	<u>PHONE</u>
85TH MANEUVER TRAINING COMMAND 4A	P.O. Box 102 Fort Sheridan, IL 60037	(312) 926-3172
91ST MANEUVER TRAINING COMMAND 6A	Parks RF Tng Area Bldg 500 Dublin, CA 94568-5201	(415) 828-1010
95TH MANEUVER TRAINING COMMAND 5A	2100 NE 37th Street Oklahoma City, OK 73111-5099	(405) 427-2471
100TH MANEUVER TRAINING COMMAND 2A	3590 Century Drive Way Louisville, KY 40205-5060	(502) 452-5379

J. Other

1. Army Reserve Readiness Training Center (ARRTC).

This facility is located at Ft McCoy, Wisconsin and is designed to instruct military technicians and AGR personnel in training and administration to prepare them for assignments in USAR units. Its address is: Army Reserve Readiness Training Center, ATTN: AFYB-C, Fort McCoy, Wisconsin 54656-5000

2. Professional Education Center (PEC). This facility

is located at Camp Robinson, Arkansas and is designed to instruct military technicians and AGR personnel in training and administration to prepare them for assignments in ARNG units. Its address is: Professional Educational Center, Camp Robinson, North Little Rock, AR 72118-2200, Phone: AV 731-5590

Mobilization Level	General Description	Numbers Involved
SELECTIVE	For a domestic emergency, the Congress or the President may order expansion of the active Armed Forces by mobilization of RC units and/or individual reservists to deal with a situation where the Armed Forces may be required to protect life, Federal property and functions, or to prevent disruption of Federal activities. A selective mobilization normally would not be associated with a requirement for contingency plans involving external threats to the national security.	As determined by units selected.
PRESIDENTIAL CALL-UP	The President may augment the active forces by a call-up of units of the Selected Reserve up to 200,000 men for up to 90 days to meet the requirements of an operational mission and may extend this an additional 90 days with notification to Congress.	Limited to 200,000 (all services) for up to 90 days, plus additional 90 days with notification to Congress.
PARTIAL	For a contingency operation of war plan or upon declaration of a national emergency, the Congress or the President may order augmentation of the active Armed Forces (short of full mobilization) and mobilization of up to one million men of the Ready Reserve (units or individuals) for up to 24 months.	Up to 1,000,000 (all services) for up to two years.
FULL	Full mobilization requires passage by the Congress of a public law or joint resolution declaring war or a national emergency. It involves the mobilization of all RC units in the existing approved force structure, all individual reservists, and the materiel resources needed for this expanded force structure.	Up to the strength of the approved structure of the Armed Forces.
TOTAL	Total mobilization involves expansion of the active Armed Forces by organizing and/or activating additional unit beyond the existing approved troop basis to respond to requirements in excess of the troop basis and the mobilization of all additional resources needed, to include production facilities, to round out and sustain such forces.	Strength levels beyond full mobilization as determined by President and approved by Congress.

USATB

(Annex G continued)

Mobilization Level	Who Calls Up	Legal Basis	Persons or Units Eligible
SELECTIVE	President/Congress	10 USC 3500, 8500 & appropriate orders of higher authority; 10 USC 331, 332, 333.	RC Units and/or individual reservists.
PRESIDENTIAL CALL-UP	Presidential Executive Order	10 USC 673b PL 96-584	Units and individuals of the Selected Reserve only.
PARTIAL	Presidential Proclamation of a national emergency and an executive order.	10 USC 673(a)	Ready Reserve Units and IRR. Standby Reserve, Retired Regular Officers, Fleet Reserve, Fleet Marine Corps Reserve.
FULL	Public Law or Joint Resolution by Congress declaring war or national emergency.	10 USC 671(a) 10 USC 672	All of the above, plus National Conscription as determined by the Congress & President.
TOTAL	As Above	10 USC 671(a) 10 USC	As Above.

Annex H**TABLE OF MOBILIZATION PHASES****Phase I
PREPARATORY**

Operations and Training	Personnel and Administration	Logistics
1. Maintain a Unit Mobilization File (units organic to MTMC will maintain a battlebook.)	1. Provide personnel information.	1. Maintain logistics data files.
2. Establish and maintain Postmobilization Training Support Requirement (PTSR).	2. Maintain personal mobilization packet.	2. Maintain Computerized Movement and Stationing (COMPASS) and AUEL.
3. Develop HS Unit activity list.	3. Provide legal counseling.	3. Coordinate support and assist entities maintaining, equipment
4. Exercise the alert notification plan.	4. Ensure medical and dental examinations are current and medical warning tags are issued.	4. Requisition all authorized property.
5. Establish liaison with MS.	5. Ensure immunizations are current.	5. Prepare requisitions.
6. Identify key personnel to be ordered to duty in advance of the unit.	6. Identify personnel who wear spectacles and/or hearing aids.	6. Plan to transfer facility responsibility.
7. Conduct premobilization briefing.	7. Identify personnel requiring lens inserts for protective mask.	7. Identify lodging requirements for HS.
8. Establish COMSEC account.	8. Ensure all unit members have appropriate identification documents.	8. Identify subsistence requirements at HS.
9. Identify map requirements.	9. Maintain MPRJ (DA Form 201).	9. Prepare a unit movement plan.
	10. Maintain personnel finance record (DA Form 3716).	10. Review mobilization equipment redistribution (MOBERS) information.

Phase I
(continued)

Operations and Training	Personnel and Administration	Logistics
	11. Maintain health record (DA Form 3444 series).	11. Ensure continual maintenance of equipment.
	12. Prepare applications for ID card (DD Form 1172) and DEERS for Dependents, as appropriate.	12. Identify POL requirements at HS and for move to MS.
	13. Ensure personnel have required security clearance.	13. Maintain Class IX PLL/MPL.
	14. Screen personnel for members not available for mobilization.	14. Identify Class V AIIQ Listing.
	15. Request and Store mobilization publications and forms.	15. Identify Class VIII Medical Supply Requirements.
	16. Familiarize administration personnel in SIDPERS.	16. Identify property not to be taken to the MS.
	17. Prepare duplicate fingerprint cards.	17. Identify advance party logistic requirements.
	18. Account for inactive National Guard (ING) personnel in ARNG units.	
	19. Complete family care plans.	
	20. Verify language aptitude and proficiency.	

Phase II

ALERT

- | | | |
|---|--|--|
| 1. The unit will authenticate the alert message. | 1. Order key personnel to duty. | 1. Physically inventory unit property. |
| 2. Notify unit members of the alert. | 2. Coordinate mission related travel. | 2. Coordinate the retrieval and movement of all unit equipment and supplies. |
| 3. Respond to press inquiries. | 3. Transfer simultaneous membership program (SMP) participants. | 3. Finalize supply and equipment shortages. |
| 4. Take actions outlined in the mobilization checklist for unit commanders. | 4. Transfer high school students. | 4. Verify arrangements for subsistence support. |
| 5. Prepare activities schedule for HS. | 5. Transfer cadets enrolled in ARNG OCS. | 5. Verify arrangements for lodging. |
| 6. Review PTSR and update the postmobilization 2-week training outline. | 6. Release attached personnel and recover unit personnel attached to another unit. | 6. Confirm advance party logistic members and prepare to move to MS. |
| 7. Identify advance party members. | 7. Identify members currently on IET/ADT/FTTD. | 7. Requisition glasses and hearing aids. |
| | 8. Screen and promote eligible personnel. | |
| | 9. Order unit members to active duty. | |
| | 10. Identify duties roster. | |
| | 11. Notify finance input station of unit's mobilization. | |

Phase II
(continued)

Operations and Training	Personnel and Administration	Logistics
	12. Process delayed arrival personnel.	
	13. Prepare reassignment plan.	

Phase III
MOBILIZATION
AT HOME STATION

1. Assemble unit at home station or alternate assembly area.	1. Identify personnel requiring waiver of benefits.	1. Provide HS support services as required.
2. Dispatch advance party to the mobilization station.	2. Identify medically disqualified personnel.	2. Review MS support requirements.
3. Initiate HS activities schedule.	3. Close out retirement records.	3. Review materiel condition report, DA Form 2406.
4. Prepare for an Intelligence Preparation of the Battlefield (IPB).	4. Verify financial and insurance options.	4. Know how to obtain mortuary services if required.
5. Conduct a SAEDA briefing.	5. Review and update those personnel, medical, and financial records not individually identified in this section.	5. Transfer facilities and nonorganizational property.
6. Conduct Code of Conduct briefing.	6. Distribute records.	6. Requisition automated data processing equipment (ADPE).
7. Conduct personal affairs briefing.	7. Verify arrival status of personnel at the assembly site.	7. Prepare to move to the MS.
8. Conduct a dependent information briefing.	8. Process DD Form 93	8. Conduct a showdown inspection.
	9. Prepare evaluation reports.	

Phase III
(continued)

Operations and Training	Personnel and Administration	Logistics
	10. Complete change of address cards.	
	11. Prepare Active Duty Report.	
	12. Process dependent ID cards.	
	13. Process military ID cards (green) if required.	
	14. Request for DA flight orders.	
	15. Security Clearance rosters.	
	16. Prepare claims for travel from home to assembly site.	

Phase IV
MOVEMENT TO
MOBILIZATION STATION

- | | | |
|------------------------------|--|------------------------------|
| 1. Execute movement
plan. | 1. Ship health and
personnel records to MS. | 1. Execute movement
plan. |
| 2. Report arrival at MS. | | |

Phase V
OPERATIONAL READINESS
IMPROVEMENT

The purpose of Phase V, Operational Readiness Improvement, is to allow the commander to prepare his unit for combat. This is accomplished by performing those actions to bring the unit to mission ready status (as defined in AR 220-1). During this phase the RC unit receives personnel and equipment shortage fills. The MS commander's mission is to receive the unit, and fill resourcing needs, support training, and direct activities of incoming RC units. The unit commander focuses on training his unit. Any mobilization tasks not accomplished before Phase V are to be completed in Phase V.

RC TRAINING IN THE AIR RESERVE COMPONENTS

1. History. Many similarities exist between the Army and Air Force Reserve Component structures since both were part of the Army until 1947.

a. The Air Force traces its origin back to 1907 to the Aeronautical Division of the US Army Signal Corps, which grew to an Aviation section by 1914. World War I proved the value of aviation and a 1918 War Department reorganization divorced the Aviation Section from the Signal Corps by designating it as the Army Air Service, which was the forerunner to the Army Air Corps in 1926 and the Army Air Forces in 1941. On 18 Sep 1947, it became a separate service known as the United States Air Force.

b. The first air reservists of the Aviation Section of the Signal Reserve Corps were established by the National Defense Act of 1916. The 1st Aero Reserve Squadron, formed in 1917 from the Governors Island Training Corps, New York, mobilized and embarked for France and World War I on August 23, 1917.

c. The Air Force Reserve was created in 1946 when 430,000 veterans were assigned to the Army Air Forces reserve. This mass of veterans became an actual reserve in 1948, when the Continental Air Command (CONAC) was created to run the reserve program. Today's Office of Air Force reserve was established in January 1968 as the Reserve advisory and coordinating agency on the Air Staff, and Headquarters Air Force Reserve, a separate operating agency, replaced CONAC in August 1968.

d. The National Guard traces its history back to 1636, with the creation of four militia units by the General Court of Boston, Massachusetts. The Air National Guard received federal recognition for its first unit on June 30, 1946, which produced a new reserve component with the establishment of the US Air Force.

e. The Air Guard and Air Force Reserve have, through careful expansion, won for themselves meaningful missions that could be performed continually in peacetime, such as air defense, tactical aviation, and airlift. In partial mobilizations during the Berlin crisis, the Pueblo crisis, and the Southeast Asia conflict, Air Reserve and Air Guard proved their competence and excellence. Today, Air Reserve Component (ARC) training supports real time mission requirements, e.g., in FY 88, Reserve units hauled 28,000 tons of cargo and air dropped more than 37,000 troops as part of normal training missions.

2. Structure. The National Security Act of 1947 is the legal basis for the Air Force, and the DOD Reorganization Act of 1958 removed the Air Force from the chain of operational command. The Department of the Air Force is one of the three military departments within the Department of Defense (DOD), and separately organized under a

Secretary. Its organization consists of three parts: the Office of Secretary of the Air Force, the Air Staff, and the field organizations.

a. Operational Chain of Command. Secretary of Defense Schlesinger declared in 1973 that the Total Force Policy integrates the Active, Guard and Reserve forces into a homogeneous whole. When activated, reserve components will join with their active duty counterparts in support of unified and specified commands. Both the Guard and Reserve supply a broad range of operational flying, combat support, and combat service support units.

b. Department of Defense. The Assistant Secretary of Defense (Reserve Affairs) serves as the principal staff assistant and advisor to the Secretary of Defense, with specific responsibility for exercising overall supervision of Reserve Component matters in the Department of Defense.

c. Department of the Air Force. Each service is authorized an Assistant Secretary for Manpower and Reserve Affairs, each with a Deputy for Reserve Affairs. The Chief of Staff of the Air Force is directly responsible to the Secretary of the Air Force for the efficiency and operational readiness of the Air Force. In keeping with the Total Force Policy, the Chief of Air Force Reserve and Chief, National Guard Bureau (or Director, Air National Guard) serve on the Air Staff to advise the Chief of Staff on Reserve and Guard matters.

d. Office of the Air Force Reserve (Pentagon, Washington, DC). The Chief, Air Force Reserve is the principal advisor to the Air Force Chief of Staff for Reserve matters. He is responsible for establishing policy, and initiating planning and programming in consonance with Air Force policy. He is also Commander, Headquarters, Air Force Reserve, and provides technical and policy guidance to the Air Reserve Personnel Center.

(1) Headquarters Air Force Reserve. This a separate operating agency located at Robins Air Force Base, Georgia. It administers and supervises Reserve unit programs, and exercise command and control through the three numbered air forces. These are the 4th Air Force headquarters located at McClellan AFB, California, the 10th Air Force headquarters located at Bergstrom AFB, Texas, and the 14th Air Force headquarters located at Dobbins AFB, Atlanta, Georgia. Each numbered air force headquarters is commanded by a Reserve Component Major General (authorized but not always assigned). Fighter aircraft units and tanker support units are controlled by Headquarters 10th Air Force, Bergstrom AFB, Texas. All other type units located east of the Mississippi River are controlled by 14th Air Force, and those units located west of the Mississippi River are controlled by Headquarters 4th Air Force.

(2) Headquarters Air Reserve Personnel Center. This is a separate operating agency located at Lowry Air Force Base, Colorado.

The center performs specified headquarters US Air Force, major command, and base-level personnel actions. It manages the individual Reserve programs for Ready Reservists, and maintains master personnel records for all members of the Air National Guard and Air Force who are not on extended active duty.

e. National Guard Bureau. The National Guard Bureau (NGB) is a joint bureau of the Departments of the Army and the Air Force.

(1) The Chief, National Guard Bureau is the advisor to both Army and Air Force Chiefs of Staff on National Guard matters, and he has two directorates to administer their respective Army and Air Force programs. The Director, Air National Guard administers Federal Air National Guard activities, in accordance with Air Force policy, to assure that properly trained and equipped force are combat ready to augment active force units. The Director also serves as Commander, Air National Guard Support Center, Andrews AFB, Maryland.

(2) The Air National Guard, in peacetime, is commanded by the governors of the various States; it is supported by the Air Force through the National Guard Bureau (NGB). The NGB is the channel of communication between states and the Department of the Air Force. The active component role is limited to guidance in training as well as evaluations and inspections of training.

3. Organization. The ARC structure is similar to the Army Reserve structure and both are governed by the same DOD directives. Air Reserve Component personnel are placed in one of three categories: Ready Reserve, Standby Reserve, and Retired Reserve (see Annex C).

a. Ready Reserve. The total Ready Reserve, including both the Air Force Reserve and the Air National Guard, is just over 250,000 people. The Ready Reserve is that part of the reserve forces which can be ordered to active duty under conditions short of a Congressional declaration of war or national emergency. The Ready Reserve is composed of the Selected Reserve and the Individual Ready Reserve (IRR). The Selected Reserve is made up of those airmen assigned to either Air National Guard or Air Force Reserve units and Individual Mobilization Augmentees (IMA). Both categories of personnel participate in training regularly. Just as in the Army Reserve Component system, units in the ARC have 39 training days a year. These days are divided into a 15-day annual training period and 48 Unit Training Assemblies (UTAs) a year. Additional training periods are provided for flight crews, pilots, and maintenance personnel of aircraft squadrons. These selected personnel are provided with an additional 48 AFTPs (Additional Flight Training Periods). Additional training is also made available by Active Duty Training Periods provided through other branches of the service when support missions are flown. These Active Duty Training Periods could equal up to 30 extra flying days per year. Air National Guard units through their State TAG may receive an additional 30 days. Air Force Reserve IMA personnel, like IMA's in the Army Reserve, participate in regular training with active Air Force units and upon mobilization

serve with that unit. The second category of Ready Reserve, the IRR, is mostly filled with airmen who have completed an active duty tour and are serving the remainder of their 8-year obligation. Like with the Army, a separating airman is counseled and encouraged to join a reserve unit before being assigned to the IRR. As with Army IRR members, AFR IRR airmen can volunteer to train, earn pay and retirement points, and also be promoted.

b. Standby Reserve. In addition to the Ready Reserve, there is the Standby Reserve which can be ordered to active duty only when Congress declares war or a national emergency. The Standby Reserve totals about 22,000 personnel. Although a number of Standby Reservists participate in correspondence courses or voluntarily train with Ready Reserve units, the majority of them do not participate in any type of training as they are not required to. They belong to the Standby Reserve primarily because they wish to maintain their affiliation with the Air Force. Members of the Standby Reserve are either in the active or inactive status list. Members who might be assigned to the active group include those with temporary extreme hardship or temporary medical disqualification. Those assigned to the inactive group include such personnel as those who are theological students and general officers no longer occupying authorized positions.

c. Retired Reserve. The Retired Reserve of the Air Force is similar in composition to the Retired Reserve of the Army. It is generally composed of those personnel who:

- (1) have reached at least 20 years of reserve service;
- (2) have served 6 months active duty in time of war and 8 years of Reserve service, or
- (3) meet certain medical or administrative criteria.

4. Personnel.

a. Enlisted System.

(1) There are two ways that prior or nonprior service enlisted airmen can enter service with the Air Reserve Components (ARC). They are through either a direct enlistment into the ARC or upon completion of active duty to serve the remainder of their initial 8-year service obligation. For direct enlistment airmen, all attend 6 weeks of basic training, but there are two ways they may receive the rest of their initial training. Their basic training may be followed by technical training in residence at an Air Force school, or after basic training, they may pursue an on-the-job training program. The training they receive after basic training is for the award of an Air Force Specialty Code (AFSC) (like an Army MOS). If the airman is coming from active duty, he/she can assume a similar specialty in the Reserve or, if a vacancy does not exist in a local unit for his specialty, receive training in a new specialty. This new specialty is normally awarded through resident training at an active AF school or through an on-the-job training program.

(2) Career progression and required professional development courses for enlisted personnel are much like that of the Army Reserve Components. Time in grade for promotions is similar and some similar educational requirements exist.

(3) The first course that is required after initial entry and AFSC training is for the E3 or E4 (senior airman) and is called the NCO Preparatory Course. It is designed to prepare the airman for a leadership position and is mandatory for promotion to the NCO ranks. This course is normally attended in residence, and only in hardship cases may this course be taken by correspondence. The next course for E4s (SGT) and E5s is the NCO Leadership School. The NCO is required to attend this 4 week course in residence. Unlike the preparatory course, this school is not mandatory for promotion. At the E6/E7 level, there is an NCO Academy 6-week course. For senior NCOs, E8s and E9s, there is a Senior NCO Academy 8-week course. Both the NCO Academy and the Senior NCO Academy may be taken by correspondence in lieu of resident attendance. The Senior NCO Academy is mandatory for promotion to E-8.

(4) In addition to these previously mentioned courses, each AFSC has career development courses, specifically for each AFSC. The completion of one of these courses results in the award of the next higher skill level. Most AFSCs have five skill levels. These skill levels are designated as skills levels 1, 3, 5, 7, and 9. Skill levels are related to the airman rank, but airman can be awarded a higher skill level than that normally associated with his rank through successful completion of a test for award of the next higher skill level. There are, however, restrictions on how far an airman can progress in skill levels relative to his rank. For example, an E5 would normally be skill level 5; however, he can attain up to a skill level of 7. Most skill level courses are taught through correspondence and, like all but the NCO Leadership School, are linked to promotion.

(5) In the Air Force Reserve, promotion up through the grade of E5 is done administratively. For E6 and above, promotion of an enlisted airman in the Reserve is accomplished through either a unit vacancy promotion system or the Promotion Enhancement Program (PEP). To be promoted by unit vacancy, there must be a vacant position in the next higher grade or the airman can already be serving in a higher grade position (for example, an E6 serving in an E7 duty position). Additionally, an airman must meet minimum time in service, time in grade, skill level, and professional development courses completion requirements. He/she then is promoted by the squadron commander.

(6) Under the PEP program, using a computer, current strength and loss rates by grade are considered, and anticipated shortages and needed replacements are projected for the next five years out. Based on these needs, each numbered Air Force headquarters is provided with a quota by grade of the number of personnel that they can promote. The airman must meet the same

requirements for promotion as under the unit vacancy program system except for the requirement for a vacancy to exist. The Air Reserve Force headquarters suballocates promotion quotas to Wing headquarters who then hold promotion boards to promote the most deserving airman. Under this program the airman may be promoted to a grade higher than his duty position is authorized.

(7) The Air National Guard uses only the unit vacancy system. Requirements for promotion to each grade, with the exception of time in grade and time in service which are the same as those for the Active Air Force, are set by each state. The only other difference is that throughout the Air National Guard, promotion to E6 is automatic at 12 years of service and to E7, at 20 years.

b. Officer System.

(1) Warrant officers ranks have been eliminated in the Air Force and E8s and E9s now perform those duties. There are five ways to enter the Air Reserve Components for ARC commissioned officers. One can be commissioned through the Air Force ROTC program and go directly into the reserves, come from active duty to complete the 8 year initial service obligation, attend Officer Training School (OTS), be commissioned through the commissioning program "USAFR Airmen Not On Extended Active Duty program, or be commissioned directly for some specialties, notably doctors and nurses. Personnel who are commissioned under the OTS program are enlisted personnel who have been selected for undergraduate pilot or navigator training or graduate engineers who have been recommended to fill an existing officer vacancy in a reserve civil engineering unit. The USAFR Airmen Not On Extended Active Duty Program is exclusively for the selected reserves. If an airman's application meets the full requirements, including a college degree, is a member of the selected reserve, and there is a position within a unit for him to fill, he can be awarded a commission by HQAFRES or HQARPC, which is then submitted for federal approval.

(2) After commissioning, initial entry training for reserve officers consists of an optional 2-week course called the Air Officer Orientation Course. Following the completion of the Air Officer Orientation Course, training of reserve officers in various specialties is accomplished in a variety of ways. Some specialties, such as flight training, require mandatory in residence training. Others require completion of correspondence courses, while still others are awarded through on-the-job training at the officer's unit. After specialty training, somewhere between the grade of 1LT and MAJ, an officer will be given the opportunity to complete the Squadron Officers School (9 weeks) at Montgomery, Alabama. As a MAJ or LTC, he may complete the Air Command and Staff College course (11 months) at the Air University. The final formal level of schooling that is possible for COL and LTC (designated to command), to attend is the Air War College (11 months), also taught at the Air University. Although the preferred method of schooling is in residence, all courses, including initial entry training, are

available in nonresident means, either by correspondence or seminar courses. Within the ARC, there is no system similar to the USARF school/ARNG academies of the US Army Reserve Component for providing education to officers or enlisted personnel.

(3) Promotions for officers to the rank of 1LT are done administratively by the appropriate personnel center for both unit and IRR officers. Promotions to Captain and above are done in one of two ways: either through a unit vacancy system or centralized promotion system board. The centralized board method is used for both the AFR and ANG for both unit and IRR officers. Separate centralized promotion boards for the ANG officer and USARF officer are held at each of the appropriate personnel centers. With the exception of time in service and time in grade requirements, which are the same for both ANG and USARF officers, there are no other mandatory requirements, such as completion of certain schools, for promotion. Promotions are made primarily based on the officer's performance record. Officers nonselected for promotion twice, prior to reaching retirement/ sanctuary eligibility, are separated. The unit vacancy promotion system is used by units in the USAFR and the ANG. While the concept for both is that if the unit has a vacancy in the next higher grade, it can nominate an officer who meets the minimum requirements for the next higher grade to fill the position, the two systems are different. In the ANG, a board is convened at squadron level, on an as needed basis. The minimum requirements for promotion to each grade are the same for the ANG and the USAFR. In addition, however, for unit vacancy promotion, the ANG has education requirements and minimum ratings an officer must have received on all his officer efficiency reports. The ANG also allows only one promotion per vacancy. In the USAFR, the unit vacancy promotion board is held annually, there are no education or minimum officer efficiency report evaluation scores requirements, and more than one nomination may be made per vacancy.

5. Training Guidance.

a. Input for formulation of an ARC unit's training plan comes from six sources. These sources are the Air Staff, the Major Commands (TAC, MAC, SAC), overseas commands (e.g., HQ USAFE in Europe), HQ, ANG, HQ, AFR, and from within the unit itself.

b. Guidance from the Air Staff consists primarily of providing units the policies by which training will be conducted.

c. The major commands, i.e., TAC, MAC, and SAC, play a primary role in formulating training guidance. They are responsible for formulating, publishing, and disseminating the aircraft training programs for each type of aircraft they have designated responsibility for. Each regulation establishes a standardized training program for aircrews of both the Air Force and Air Reserve Forces. These regulations express the minimum training requirements in numbers of sorties, flight hours, and ground training hours by subject that each aircrew must perform. Support units have similar

regulations, also written by the major command, which outline their requirements for training.

d. The major commands also host planning conferences. At these conferences, units learn what missions they will fly in support of other units. These conferences bring together units who need air support and the active ANG and AFR units who need the training and can provide air support. Units are not tasked, but volunteer to meet the various flying missions.

e. Overseas commands provide units with wartime guidance. Under the Checkered Flag program (like the Army CAPSTONE Program) for TAC and Volant Partner program for MAC, ARC units have a designated deployment mission. To fully inform the units of their deployment mission, US Air Force in Europe (USAFE) provides the ARC through the major commands with OPLANS for their various missions and contingencies. To exercise these deployment plans, USAFE annually requests specific units to participate in overseas deployment training. These requests are provided to the appropriate major command who consolidates them and provides them to HQ, Air Force Reserve and the National Guard Bureau. These HQs review and then task appropriate units. Deployment training is, as a guide, accomplished every three years for both flying units and support forces.

f. Another part of the training guidance for the ARC comes from attendance by ARC representatives at planning conferences for major exercises. At these planning conferences, these representatives volunteer various units to participate in major exercises. Additionally, the AFR receives requests from wartime gaining commands for AFR support in active Air Force exercises. Using these two inputs, the AFR delegates missions and tasks to the numbered reserve Air Forces headquarters and they suballocate these missions to their units.

g. The prudent application of training guidance by units is verified by assistance visits and higher headquarters' inspections. Headquarters, Air Force Reserve, schedules these visits and inspections. The two major inspections conducted by the gaining air command are the Operational Readiness Inspection (ORI) and the Unit Effectiveness Inspection (UEI), normally administered alternately every eighteen months. The ORI is an observation of how a unit performs its wartime tasking, and the UEI is an in-depth examination for compliance with regulations and directives. The two combine for a complete inspection of all facets of the unit. These are similar to Army Annual General Inspections. For flying units only, the UEI is combined with a Standardization/Evaluation visit, consisting of check rides and written examinations for aircrews, and performance of various flying tasks such as close air support.

h. The State TAGs are also a source of training guidance for the Air National Guard units. The TAGs may task units to participate in various training exercises and integrate missions that the State governor directs into the training guidance.

i. The final element that the unit commander must consider in formulating his training plan comes from within the unit itself. In the ARC, training for nonflying personnel is a bottom to top program driven by each airman's Air Force Job Qualification Standard (AFJQS). Like a job book, it contains all the tasks that an airman is required to perform for his given AFSC. Each supervisor uses the AFJQS to decide what tasks to train and when for his airmen and then submits this to the squadron training office for approval and inclusion in the squadron's training plan.

6. Unit and Individual Training.

a. The Master Training Plan (MTP) is the document that drives all the unit's training for a year. The commander uses the input from these six sources to develop his MTP.

b. To develop his program, the commander first places on his MTP those training exercises and missions that he has been tasked to participate in by his peace time chain of command and scheduled inspections. He then schedules all the required aircrew training based on his unit's particular aircrew training program regulation. He also plans his own unit's training flights and exercises to work on correcting those deficiencies noted from inspections and previous exercises after-action reviews. The tasks the unit will have to perform to complete its deployment mission are also considered. To plan individual training, the commander uses the input from his NCOs on what AFJQS related training they need for their airmen, and uses this to fill remaining openings in his MTP. A copy of the completed MTP is provided to the base commander at the base where he will train so training support can be consolidated.

7. Full-Time Assistance Programs. Full-time assistance is provided to reserve component units by two programs. These programs are the Active Guard and Reserve (AGR) program, and a federal civil service program whose employees are called Air Reserve Technicians (ART) in the Reserve, and Military Technicians in the National Guard.

a. The AGR program consists of full-time reserve personnel who are members of the Guard or Reserve and who have been ordered to active duty, with their consent, for the purpose of organizing, administering, recruiting, instructing, or training for the Reserve Components. The USAFR does not use AGRs at the unit level, but does use Reservists in full-time, statutory tour positions in recruiting and headquarters.

b. The federal civil service program has existed since 1958. Individuals in this career plan program perform the same function as those in the AGR program. They are full-time Federal Civil Service employees employed at unit level and form the day-to-day management and training nucleus of the Reserve units, and are part-time Guardsmen and Reservists of the facility where they are employed full-time, and perform a minimum of two days per month and fifteen days of annual training.

8. Mobilization.

a. Like the Army, the Air Force has a Mobilization Plan. For many units, their mobilization station is their home station. Units are required to perform MOBEX training once a year and this training is included in the annual MTP.

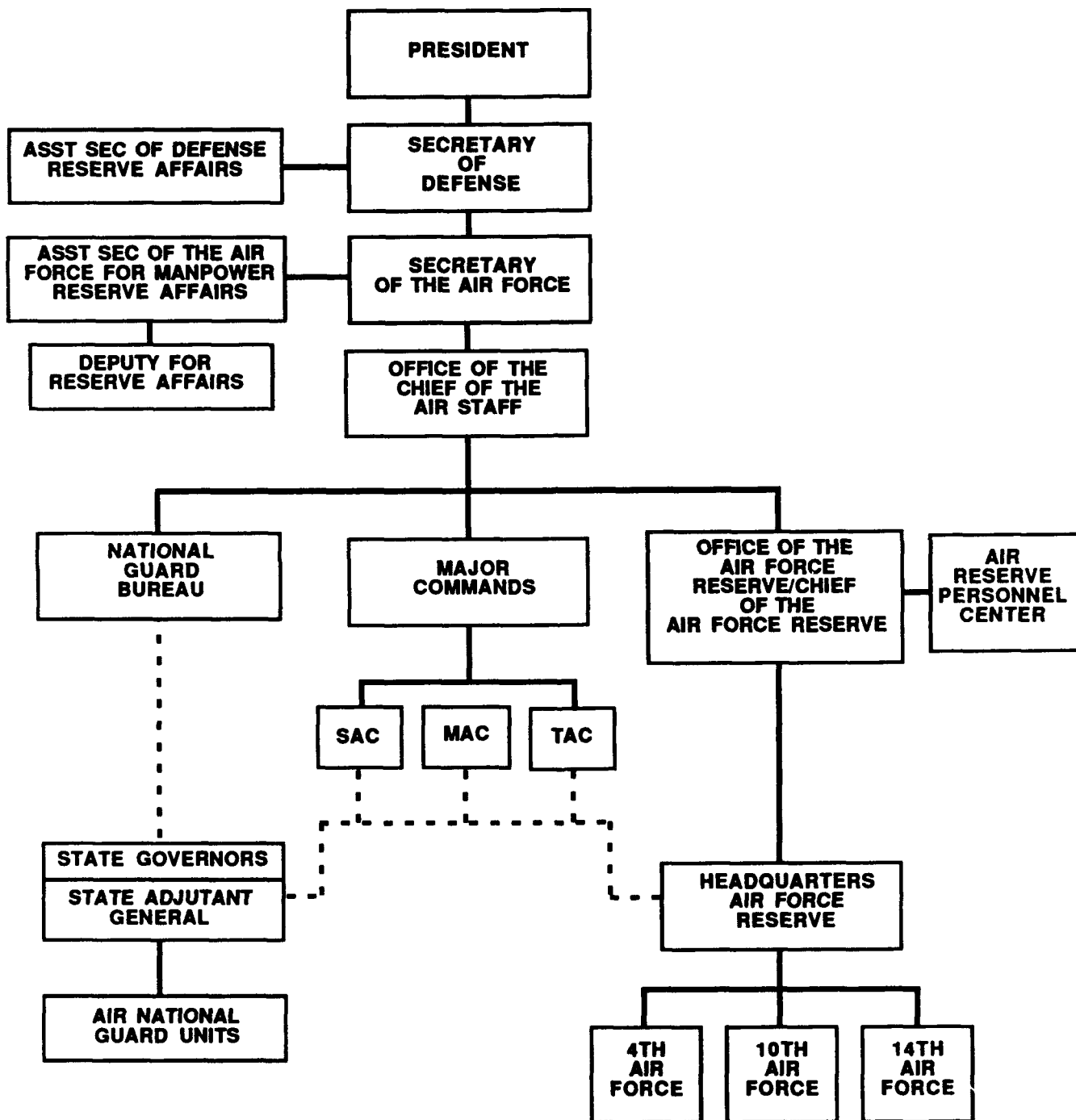
b. Under the Presidential 200,000 call-up, units belong to HQ AFRES, but come under the operational control of their gaining command. In the event of a partial mobilization, part of one or more of the numbered Air Forces would contribute personnel as required to meet the filler requirements of the active major commands, but the headquarters would remain (unless one entire Air Force was chosen for the partial mobilization). Under a partial mobilization, all units are assigned to a gaining command and fall under their control.

c. Upon the order for total mobilization, the three numbered Air Force Headquarters will be disbanded, and the personnel will be assigned, as required, as filler personnel to other major commands of the Air Force. As a guide, disposition of the units that were under these headquarters is as follows:

(1) Fighter Aircraft Squadrons - Assigned to one of two numbered Air Force Headquarters. Units fall under the control of Headquarters, 9th Active Force at Shaw AFB, South Carolina, or under the control of Headquarters, 12th Air Force at Bergstrom AFB, Texas.

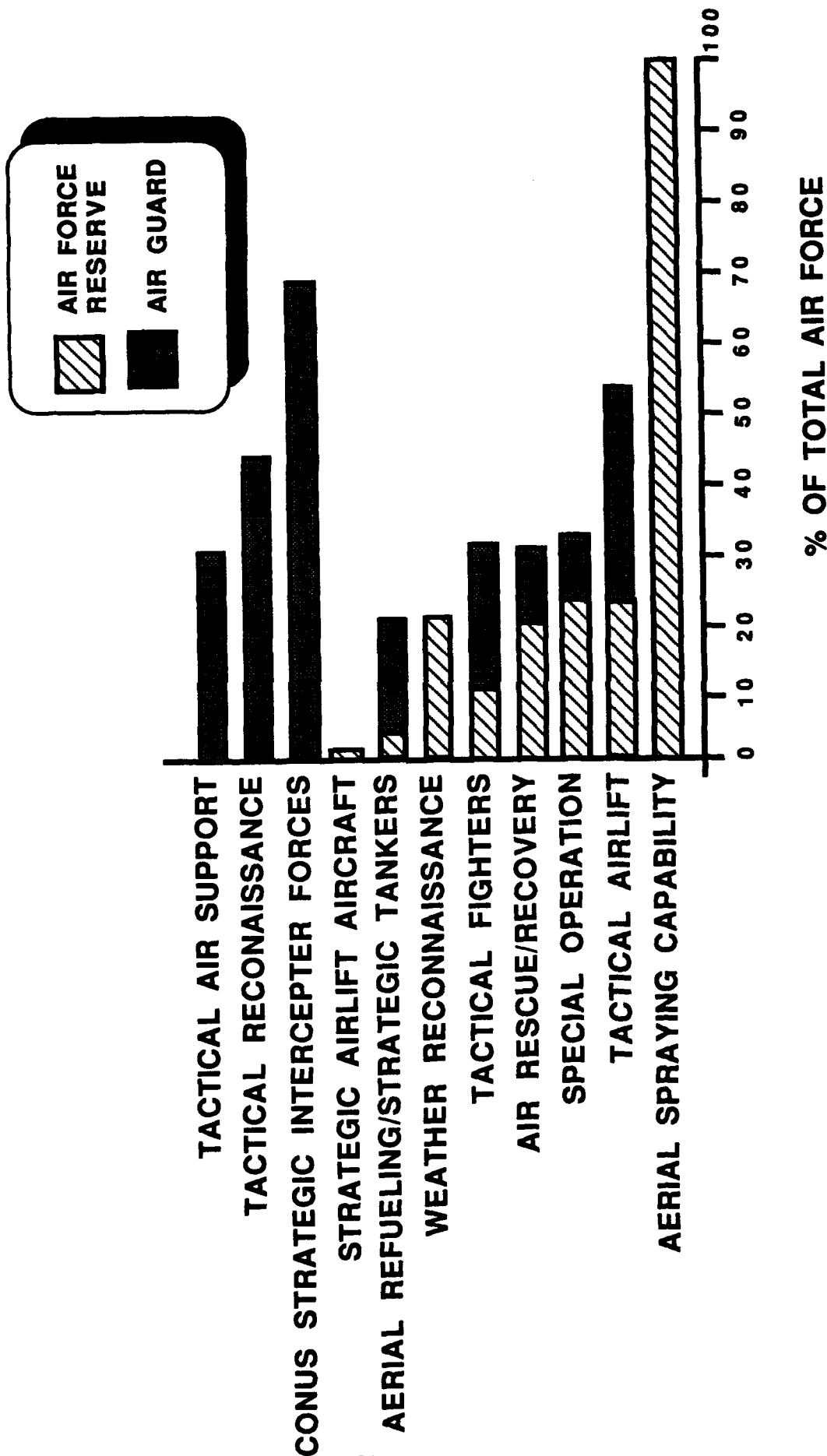
(2) All other units will be assigned and fall under the control of their respective type Headquarters such as Military Airlift Command (MAC) and Strategic Air Command (SAC).

CHAIN OF COMMAND FOR USAFR/ANG

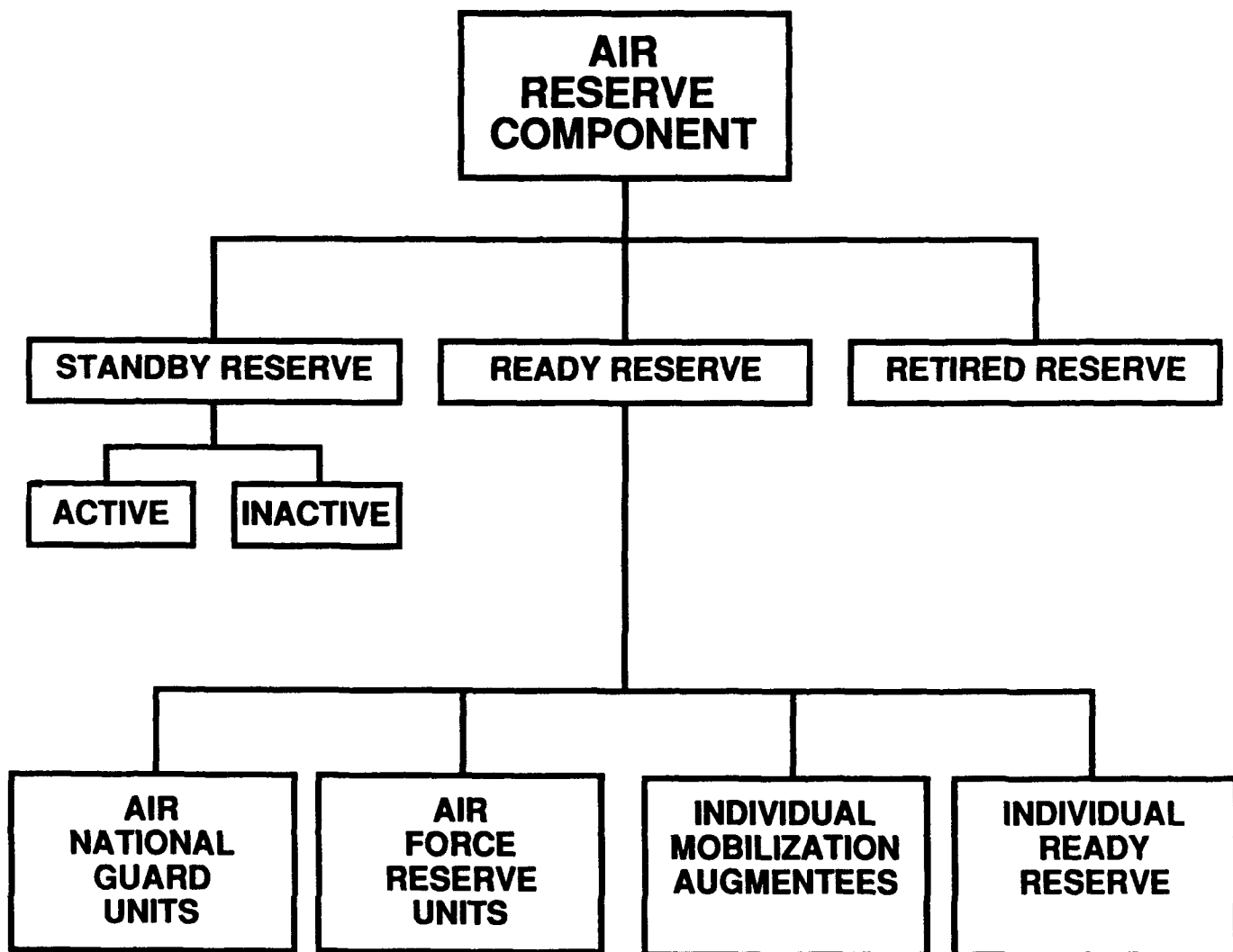


----- AUTHORITY
 _____ TNG GUIDANCE

AIR RESERVE COMPONENT TOTAL FORCE CONTRIBUTION



AIR RESERVE COMPONENT STRUCTURE



RC TRAINING IN THE UNITED STATES MARINE CORPS

1. History. The Marine Corps traces its origin to the Continental Marines, which were established by resolution of the Continental Congress on 10 November 1775. The Marine Corps was established by Act of Congress on 11 July 1798. The first Marine reservists were organized as detachments of the Naval Militias in 1893, but were not officially recognized until redesignated as the Marine Corps Branch, Naval Militia on 10 July 1915. One year later the US Marine Corps Reserve was established by Act of Congress, making it a wholly federal force (there is no equivalent of a National Guard), governed by the law in sections of Title 10 US Code.

2. Authority. The United States Marine Corps (USMC) is organized under the Department of the Navy. The chain of command passes from the President through the Secretary of Defense and Secretary of the Navy to the Commandant of the Marine Corps. The Deputy Chief of Staff for Manpower & Reserve Affairs, at Headquarters, U.S. Marine Corps, administers the Reserve Forces for the Commandant (See Annex A). Selected Marine Corps units are organized under three elements: the 4th Marine Aircraft Wing, the 4th Marine Division, and the 4th Force Service Support Group (FSSG), which is under the operational control of the 4th Marine Division.

3. Organization.

a. The U.S. Marine Corps Reserve is composed of a Ready Reserve, Standby Reserve, Retired Reserve, and Fleet Marine Corps Reserve (See Annex B).

1) The Ready Reserve consists of those units and individual members liable for duty in time of war, national emergency proclaimed by the President or declared by the Congress, or when otherwise authorized by law. There are two categories of the Ready Reserve, the Selected Marine Corps Reserve (SMCR) and the Individual Ready Reserve (IRR).

a) The SMCR consists of units and Individual Mobilization Augmentees (IMAs) that train in time of peace for immediate mobilization.

(1) SMCR units mirror corresponding Active Component USMC units in organization, training, and equipment. The SMCR trains at 193 sites located in 46 states, Washington, DC, and Puerto Rico.

(2) IMAs are assigned to key mobilization billets on active Marine Corps staffs, or to billets in one of the 47 mobilization stations across the country. They would fill these slots full time upon mobilization. While IMAs are members of the SMCR, they are under the administrative control of the Marine Corps Reserve Support Center (MCRSC), which also controls the IRR. Unlike

the USAR IMAs who only perform Annual Training (AT), USMCR IMAs perform inactive duty training (IDT) (drill) with their mobilization organization as well as annual training. As of 30 September 1988, there were 43,556 members in the SMCR.

(3) All SMCR members attend both IDT (drill) and AT in a paid status. SMCR members must attend a minimum of 48 drills and 15 days annual training each year. Members of the Selected Marine Corps Reserve receive one day base pay and any special pay they are entitled plus one retirement point for each drill performed, and one day's full pay and allowances and one retirement point for each active duty day (e.g., annual training) performed. Each SMCR member receives 15 retirement points per anniversary year for membership in the reserve. A reservist is required to earn at least 50 points during his anniversary year for that year to be counted toward retirement from federal service.

b) The IRR is a pretrained individual manpower pool that provides trained personnel to both active Marine Corps and SMCR units upon mobilization. Like the USAR IRR, the USMCR IRR member is offered the opportunity to train individually with active USMC or SMCR units and to attend military schools both in an AT or active duty for training (ADT) status. Members of the IRR are paid one day base pay for each day of AT or ADT performed and are credited with 1 retirement point. Members of the IRR may also accumulate retirement points through correspondence courses and volunteering to perform Inactive Duty Training. Members of the IRR are not paid for attending IDT. Those IRR members who do perform IDT may perform this IDT with an SMCR unit or with a reserve unit of another service or with a Mobilization Training Unit (MTU). An MTU is a permanent organization, filled by IRR volunteers, that is attached to active or reserve component Marine Corps organizations. These units perform special projects for their operational sponsors in a nonpaid status. The option to perform IDT is not exercised, however, by most members of the IRR. The IRR member is usually offered other training opportunities so that he may accumulate enough retirement points (50) to be credited with completion of a satisfactory training year. As of 30 September 1988, there were 42,389 members in the IRR.

c) The Standby Reserve consists of those members other than those in the Ready Reserve or Retired Reserve, who are liable for active duty only in time of war or national emergency declared by Congress. As of 30 September 1988, there were 1,610 members in the Standby Reserve. There are two categories of the Standby Reserve: the Active Status list and the Inactive Status List.

(1) The Active Status List is composed of reservists not on the Standby Reserve, Inactive Status List, or in the Retired Reserve. A Standby Reservist on the Active Status List may participate voluntarily in reserve training on AT or IDT. They are permitted to earn retirement points and remain eligible for promotion.

(2) The Inactive Status List is composed of reservists who are not required by law or regulation (nonobligated and noncontract) to remain members of an active status program. These members are prohibited from participating in any training, cannot earn retirement points, and are ineligible for promotion.

3) The Retired Reserve consists of those members who have retired for length of service and are entitled to receive retirement pay at age 60, but are not yet receiving it. These members' names are carried on a retired list, and may be called to active duty without consent in time of war or national emergency declared by Congress, or when otherwise authorized by law.

4) The Fleet Marine Corps Reserve consists of those enlisted members of the Regular Marine Corps and the Marine Corps Reserve who have completed 20 or more years of active service, but less than 30 years, and are receiving retainer pay (like retired pay). They not only are subject to be called to active duty like the retired reserve in time of war or national emergency, but also may be required during peace time to perform up to 2 months of active duty for training in each 4-year period.

b. Functions. The mission of the Marine Corps Reserve is to provide trained and qualified units and individuals for active duty in time of war, national emergency, and at such times as national security may require. The SMCR constitutes about one-third of the Total Marine Force (Annex C). As of 30 September 1988, the Marine Corps had 197,350 members on active duty and 85,945 in the Ready and Standby Reserve. The SMCR provides units and individuals to the Total Marine Force in the following ways:

1) The SMCR may selectively augment the active forces with units from the Selected Reserve and individuals from the IRR so that three Marine Expeditionary Forces (MEF) are fielded at full wartime structure. The SMCR may also selectively reinforce the active MEFs for a particular operation. The SMCR also has the capability to field a Marine Expeditionary Brigade (MEB) (with reduced aviation and limited CSS capability) to reinforce an active MEF. If augmentation and reinforcement are not ordered, the SMCR can field a Division, Wing, or Force Service Support Group. Finally, if augmentation, reinforcement, or fielding of a MEB are not directed, the SMCR can provide a nucleus to reconstitute a Division, Wing, and FSSG.

4. Enlisted System. Marines enter the SMCR in three ways. They may enlist directly for the SMCR, enter as a service member finishing an active duty tour and fulfilling the balance of a military obligation, or reenlist as a prior service enlistee. All initial accessions to the SMCR, as with the other armed services, incur an 8-year military service obligation (MSO). Recruiting for the SMCR is done by full-time active duty recruiters, who both recruit individuals for direct entry into the SMCR and counsel those Marines departing the active Marine Corps attempting to get them to join SMCR units. Those personnel who enlist directly for the SMCR may enter under one of the

following options: they may serve 6 years in the SMCR and 2 years in the IRR, 5 years in the SMCR and 3 years in the IRR, 4 years in the SMCR and 4 years in the IRR, or 3 years in the SMCR and 5 years in the IRR. Upon completing this obligation, a reservist may stay on in the SMCR by reenlisting for a period of 1 to 6 years.

a. The majority of SMCR enlisted Marines enlist directly for the SMCR and as such require basic training and military occupational specialty (MOS) training. These Marines may complete Marine basic training and initial MOS training during initial active duty training or split attendance at basic training and MOS training like the Army split option program. The MOS training varies from two weeks to two years long (it is usually, however, 1 to 4 months long), and may be taught either at a USMC school or other service school, depending on the MOS. The only method for an initial entry SMCR enlisted member to obtain basic training and MOS training is through attendance at a resident Active Component school. Like the U.S. Army, until a Marine recruit has received 12 weeks of military training, he is not a mobilization asset.

b. Sometimes the SMCR enlisted member who has left active duty and is completing an initial obligation in the SMCR will also require reclassification training to fill a position in the reserve unit in a member's geographic area. The Marine in this category can receive reclassification training by attendance at a resident Active Component school, receiving Managed-On-the-Job-Training (MOJT) in conjunction with completing MOS related correspondence courses, or complete a program consisting of attendance at a specialized 2-week course run by Active Component schools and MOS related correspondence courses.

c. Training for reserve NCOs consists of NCO professional development courses, including the NCO Leadership Schools and the Staff NCO Academy. Both must be attended in residence as neither is available through correspondence. Lance corporals and corporals attend the NCO leadership school.

d. Promotions for enlisted Marines within the Reserve is as follows: Promotion for grades to E3 are made at unit level according to the SMCR unit commander's discretion. Promotions for grades to E3 for members of the IRR are made administratively by the Marine Corps Reserve Service Center (MCRSC), based on successful participation and evaluation. Procedures for promotion to E4 and above are the same for all reserve members. Promotions to E4 and E5 are centralized at the MCRSC, based on a formula that awards points for time in service and grade, military schools attended, completion of correspondence courses, physical training status, and performance evaluations. Promotions are made by MOS based on quotas established by Headquarters, U.S. Marine Corps. Promotions for E6 and above are by a promotion board review of military records. Selection is made on a best qualified basis and is not tied to the completion of military schools. The Marine Corps Reserve, like the Army, has an up or out promotion policy.

e. The Reserve has a unique policy concerning the length of time a senior NCO (E8 and E9) may stay in a SMCR units. SMCR First Sergeants/Master Sergeants (E8) and Sergeants Major/Master Gunnery Sergeants (E9) may serve in First Sergeant and Sergeant Major billets not longer than 5 years. There are no tour length limits for enlisted reservists in the grade of E7 and below.

5. Officer System.

a. The vast majority of SMCR officers are accessed after a full active duty tour as they come into the reserves to finish their 8-year obligation. After commissioning, all Reserve officers must attend The Basic School and thereafter, attend an occupational specialty school. Both the basic course and the specialty school are Active Component courses. At this point, there is a marked difference between the Marine Corps Reserve and the US Army Reserve Components. After completion of these schools, all Reserve Lieutenants must serve four years on active duty before joining a reserve unit. Thus, all officers in the SMCR have some active duty experience.

b. Reserve officers attend additional professional education and speciality courses. Senior Lieutenants or Captains have the opportunity to attend the Amphibious Warfare School. As a Major, they may attend the Marine Command and Staff College. Both of these courses have abbreviated resident versions for the Reserve officers or can be taken through correspondence. Thereafter, Lieutenant Colonels and Colonels may attend other service war colleges or senior service schools. Like the US Army, the USMCR has an up or out promotion policy for its officers, but unlike the US Army Reserve Component, the completion of military schools is not a prerequisite for promotion. Promotions are done by a centrally convened board that reviews the Officer Military Personnel File, a Reserve Qualification Summary, a Reserve Retirement Credit Report, Officer Fitness Evaluations, a photograph of the officer, and any statement the officer may submit. Promotions are done on a best qualified basis. Officers selected for promotion are assigned a sequence number and their names are placed on a promotion list according to this number.

6. Training Guidance. Training guidance follows one chain of command and is programmed far in advance. The training events that both active and reserve USMC units must perform are the same, only the time frame allotted for the SMCR to complete these events is different. Like the active Marine Corps unit, the SMCR units receive training guidance and direction from Headquarters, USMC in the form of training orders and training bulletins. Training orders are training regulations that establish priorities and requirements. For example, a training order would govern the frequency of individual and crew served weapons qualification. Training bulletins are used as a means of communicating how training orders will be executed. A training bulletin might be a published list of what units have priority for use of major training areas during certain time periods.

In addition to these training orders and training bulletins, Headquarters, USMC publishes a schedule of upcoming major events and exercises. These orders, bulletins, and this schedule of events for the SMCR are then sent to the 4th Marine Division and 4th Marine Aircraft Wing. Based on these documents, these headquarters develop a 5-year training plan for their subordinate units. The 5-year training plan is a living document, updated yearly, which programs major exercises and recurring events as far out as known. This plan includes the scheduling of major joint exercises, when a unit will be administered the Marine Corps Combat Readiness Evaluation System (MCCRES) test (comparable to the Army ARTEP), and when the unit will undergo a Mobilization Operational Readiness Deployment Test (MORDT). The 4th Marine Division and 4th Marine Aircraft Wing send the 5-year training plan to their subordinate units, who then use this as a basis for developing yearly training plans.

7. Unit Training. Units in the SMCR train both collective and individual tasks during IDT. Collective training accomplished on IDT generally occurs in local or major training areas. SMCR units experience the same obstacles with time and distance factors with regard to their ability to conduct collective training during IDT as US Army Reserve Component units.

8. Individual Training. Most individual training in USMCR units is conducted at the IDT site and consists of Managed-On-the-Job-Training (MOJT), MOS sustainment training, and basic combat skills. In addition to this training, unit members may request attendance at professional development courses at Active Marine Corps Schools. Members of SMCR units who are able to attend one of these courses must attend the full Active Component course. There is no equivalent of the RF schools/ARNG academies system for offering tailored instruction to Reserve Marines. If the Active Component course is over two weeks in duration, Marines who are unit members attending these courses do so in lieu of attendance at AT with their unit. Attendance is dependent upon the time, funds, and school quotas available.

9. Full-Time Support. The SMCR unit member is well supported by full-time personnel. Active duty support numbered 5,322 at the end of FY 88. These active duty Marines are called Inspector-Instructors (I-Is) and Active Duty Support Personnel (ADSP).

a. The I-Is are active component personnel who are detailed to support ground units. An I-I staff (the size of the staff is dependent on the size of the unit they support) is assigned to support each SMCR ground unit. The responsibilities of these I-Is are to develop the unit training program, schedule training for the unit, evaluate the unit, and do all the between drill administration for the unit, thereby generally making it possible for the reserve unit to concentrate on training.

b. Active Marine Corps personnel, who assist Marine Aircraft Wing units, are called Active Duty Support Personnel and have the

same responsibilities as I-Is. The only difference between the two is that ADSP, unlike the I-Is, are actually part of the unit.

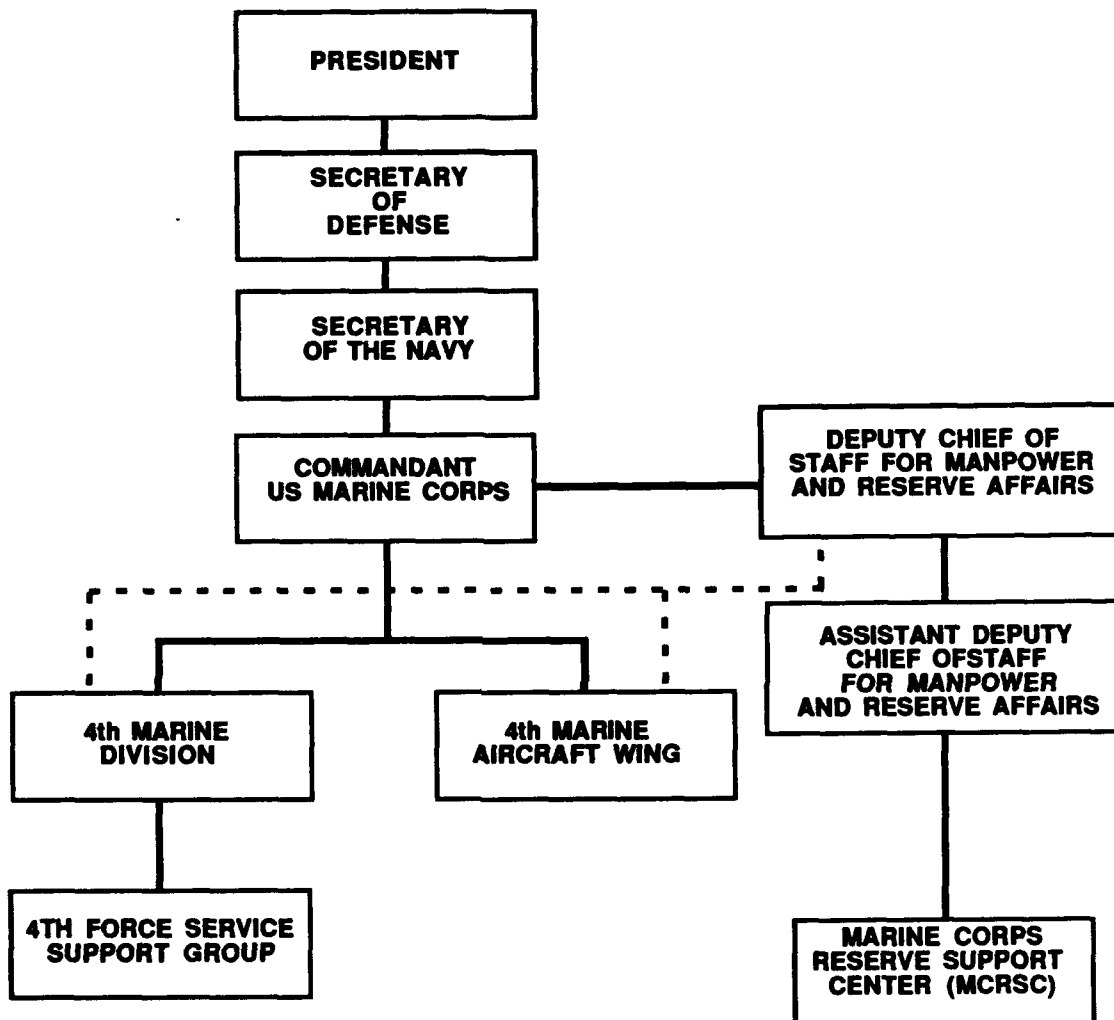
c. The SMCR is further assisted by 1,945 Full-Time Support (FTS) Marines (like the US Army's Active Guard Reserve program) who fill staff requirements. (As of 30 September 1988).

10. Mobilization.

a. Upon mobilization, SMCR units may either be detached from the 4th Marine Division or 4th Marine Aircraft Wing and then augment, or reinforce, Active Component units, or stay with these headquarters and deploy as an entire unit. When units are detached from the 4th Marine Division and 4th Marine Aircraft Wing and go to the active force, these remaining headquarters, along with those remaining units, become the structure for a new division or wing to be filled by members of the IRR.

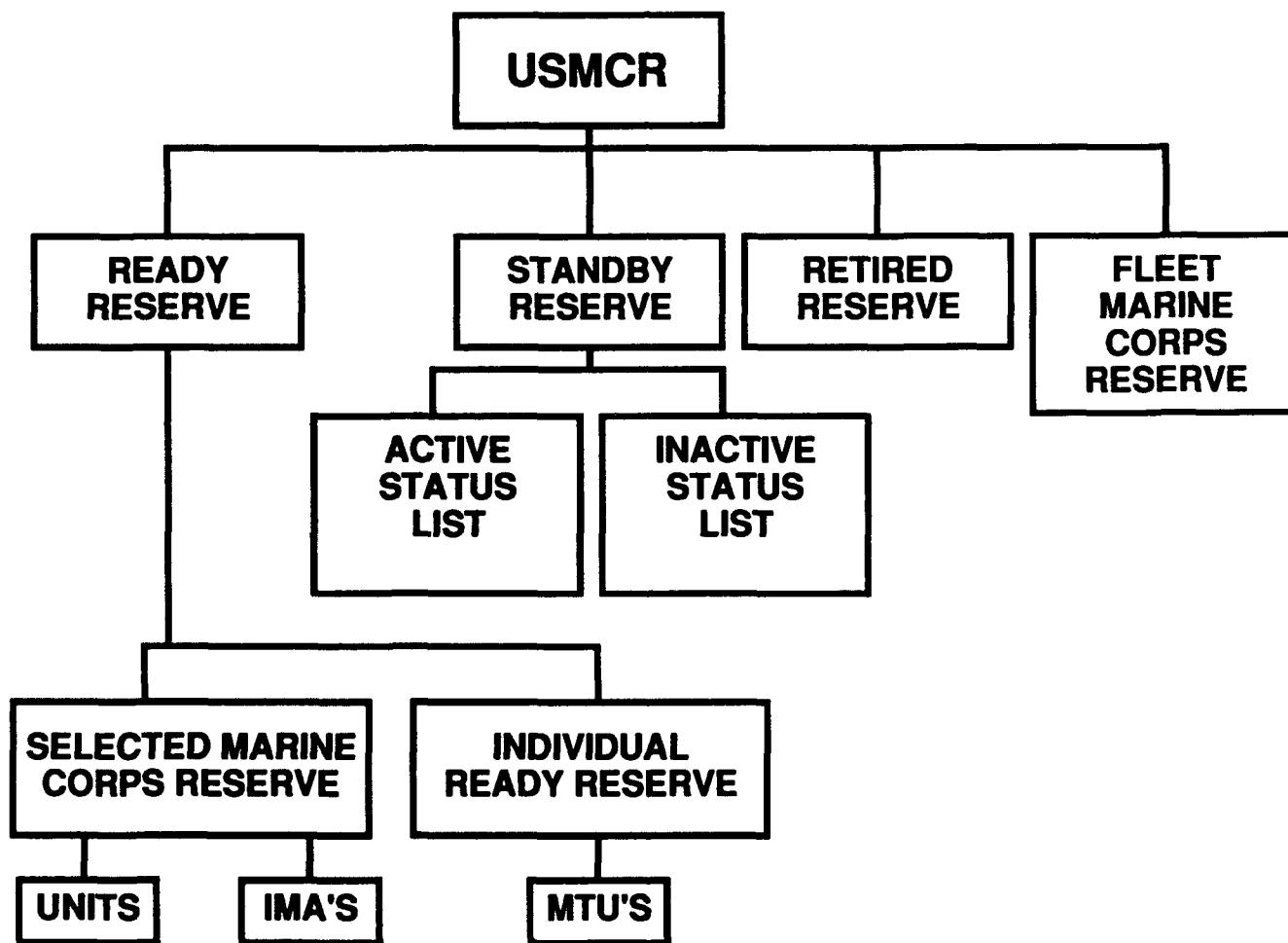
b. The readiness of these units to execute these mobilization missions is tested using the Mobilization Operational Readiness Deployment Test (MORDT). There are two types of MORDTs--MORDT-Go and MORDT-Stay. On a MORDT-Go, units load unit equipment and personnel, and are transported to a pre-selected training site to simulate mobilization movement and to train. MORDT-Stay exercises involve muster of personnel, equipment inspection, and conduct of training at the training center/squadron site; this exercise does not involve unit movement. Units undergo one type of these exercises once every five years.

CHAIN OF COMMAND FOR THE USMCR

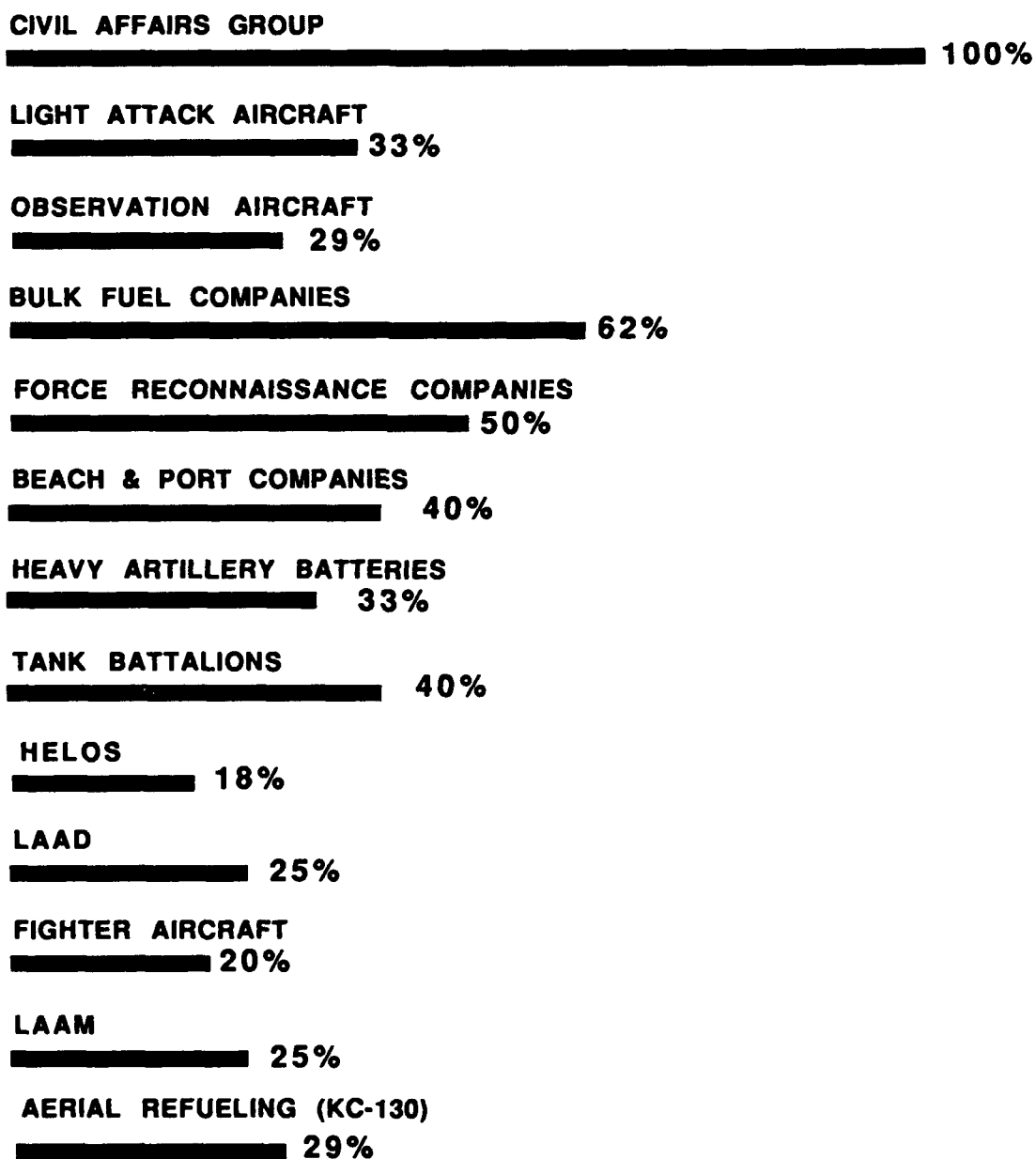


————— **CONTROL**
- - - - - **COORDINATION**

STRUCTURE OF THE USMCR



UNITED STATES MARINE CORPS RESERVE TOTAL FORCE CONTRIBUTIONS



RC TRAINING IN THE UNITED STATES NAVY

1. History. The US Navy traces its origins to the Constitution which contained provisions for the establishment of a Navy. In 1798, Navy Regulations provided for the establishment of a Department of the Navy, with a Secretary of the Navy at its head. Although President Thomas Jefferson advocated a Naval Militia in 1805, it was not until the civil war that the Volunteer Navy of the United States was created to provide officers to meet the increased needs of the Navy, and then disbanded after the war. The Naval Militia dated from 1888 when Massachusetts organized a naval battalion as part of its militia. In 1891, the Office of Naval Militia was established, and by 1897, sixteen states' naval militia were established, which provided 4,216 men for the Spanish-American War. In 1914, the Division of Naval Affairs took over the work of the Office of Naval Militia. The Naval Reserve was established by Congress on 3 March 1915. During World War I, 30,000 officers and 300,000 enlisted personnel served on active duty, and during World War II, 4 out of 5 persons serving in the Navy were reservists. After World War II, 130,000 reservists remained following active duty, and provided 3 of 4 Naval Reserve aviators flying in Korea. In 1967 during the Vietnam conflict, approximately 1 in 7 Navy personnel on active duty was a Reservist. The Navy Reserve is a wholly federal force and is governed by the law in Title 10, U.S. Code. Although several states still have a naval militia, these are state forces that receive no support from the federal government.

2. Authority: The chain of command for the U.S. Naval Reserve passes from the President through the Secretary of Defense and Secretary of the Navy, Chief of Naval Operations (CNO) to the Vice Chief of Naval Operations (VCNO) (Annex A). The responsibility for the Reserve then splits into separate lines, one for the Naval Selected Reserve (also called the Naval Reserve Force) and one for the Pretrained Individual Manpower (PIM). The Naval Selected Reserve consists of the Surface Naval Reserve Force and the Naval Air Reserve Force. The PIM consists of the Individual Ready Reserve, Standby Reserve, and Retired Reserve. The Naval Selected Reserve is under the Commander, Naval Reserve Force, who is also a member of the VCNO's staff, in the position of Director of Naval Reserve serving as the CNO's principal advisor on all Naval Reserve matters. As Commander, Naval Reserve Force, the Commander, Naval Surface Reserve Force and Commander, Naval Air Reserve Force are subordinate to him. The Naval Surface Reserve Force is under the Commander, Naval Surface Reserve Force and the Naval Air Reserve Force under the Commander, Naval Air Reserve Force. The Commander, Naval Air Reserve Force also commands all Reserve intelligence units. The Pretrained Individual Manpower is under the Deputy Chief of Naval Operations for Manpower, Personnel and Training.

3. Organization. All personnel in the Navy Reserve are in active status (active duty, Ready Reserve, Standby Reserve S-1), in inactive status (Standby Reserve S-2), or in the Retired Reserve.

a. The Ready Reserve consists of those units and individual members liable for duty in time of war, national emergency proclaimed by the President or declared by the Congress or when otherwise authorized by law. The Ready Reserve has two categories of reservists, those on active duty and those in an inactive status.

(1) Active duty Reservists are in two categories. The first is those Reservists who are on active duty with the regular active component Navy. These include Initial Active Duty and Active Mariners (3 years active, 3 years Selected Reserve), and a few recall officers. The other category is full-time support personnel consisting of Training and Administration of the Reserve (TAR) personnel, canvasser recruiters, and Title 10 USC Section 265 officers. TARs and canvasser recruiters may serve on active duty continuously until retirement. TARs experience the same Navy PCS moves and perform the same training tasks as their regular Navy counterparts.

(2) The Inactive Duty Ready Reserve includes two categories: Navy Selected Reserve (NSR) and Individual Ready Reserve (IRR).

(a) The NSR consists primarily of units and organizations which train individuals in time of peace for immediate mobilization. The Selected Reserve Force structure is divided into two distinct organizations, surface and air, which train in 2,970 units in 250 locations over the 50 states, Washington, D.C., Puerto Rico, and 9 overseas sites. Members of the Selected Reserve train on a regular basis. The Selected Reservist must attend a minimum of 48 Unit Training Assemblies (UTAs), also known as drills, and 14 days annual training (AT) a year. NSR members attend both Inactive Duty Training (IDT) and AT in a paid status. Members of the NSR receive one day's base pay and any special pay to which they may be entitled and one retirement point for each drill performed, and one day's full pay and allowances and one retirement point for each active duty day performed. The Selected Reserve currently represents 35 percent of the Navy's total Reserve Force.

(b) The Individual Ready Reserve (IRR) is a pool of personnel which provides trained individuals to both active Navy and Navy Reserve units upon mobilization. It represents the Navy's earliest source of Pretrained Individual Manpower after mobilization. Members of the IRR, with few exceptions, have no training requirements. The primary exception is those IRR members who are in an over strength career field or over maximum years of service to remain in a pay status, but who desire to drill. They are members of Voluntary Training Units (VTU), and they perform IDT (non-pay status) and AT (pay or non-pay status), for which they receive retirement points. Members of the IRR may not attend any schools except on an AT or Active Duty for Training tour. Most other IRR members have to obtain retirement points through completion of correspondence courses. The IRR member who is not with a VTU has little opportunity for any type of IDT training. Only about 20

percent of the IRR acquire enough points per year for that year to be counted toward retirement. Enlisted IRR members are not eligible for advancement.

b. The Standby Reserve consists of those members of the USNR, other than those members in the Ready Reserve or Retired Reserve, who are liable by contract for active duty only in time of war or national emergency declared by Congress or when otherwise authorized by law. There are two categories of Standby Reserve, Active and Inactive.

(1) The Active Standby Reserve is composed of those Reservists who participate voluntarily in Reserve training and earn retirement points in a nonpay status, through correspondence courses. Officers, but not enlisted personnel, are eligible for promotion. They are usually key federal employees such as air traffic controllers.

(2) The Inactive Standby Reserve is composed of reservists who are not required by law or regulation to remain members of an active program and are ineligible to participate in training or to be promoted. In the USNR, this category generally consists of those personnel awaiting discharge.

c. The Retired Reserve consists of two categories, the Retired Reserve and the Fleet Reserve.

(1) The Retired Reserve consists of those members who have retired for length of service and are entitled to receive retired pay when they reach age 60. They are subject to be recalled to active duty in time of war or national emergency declared by Congress, or when otherwise authorized by law.

(2) The Fleet Reserve consists of those enlisted members of the regular Navy or Naval Reserve who have completed 20 or more years of active service, but less than 30 years of total service, and are receiving retainer pay (like retired pay). They not only may be recalled to active duty like the retired reserve in time of war or national emergency, but also may be required during peacetime to perform up to 2 months of active duty in each four year period.

4. Function. The mission of the Navy Reserve is to provide trained units and qualified individuals to be available for active duty in time of war or national emergency, and at such other times as the national security may require, or when authorized by law to achieve the planned mobilization. It is the initial and primary augmentation of the Active Component (AC).

a. The Naval Selected Reserve (NSR) is operationally structured to provide a significant increase in the Navy's combat capability upon mobilization. Selected Reserve units are structured in commissioned units, reinforcing units, and sustaining units.

(1) Commissioned Units are those units with organic equipment able to deliver a complete operational entity (like an aircraft squadron, entire ship, or cargo handling battalion) to the fleet upon mobilization. All commissioned units are authorized at least 12 additional drills annually. Naval Reserve Force ships are authorized an additional 30 drills for pre-underway preparation, sea detail, transit, and at sea training. Naval Air Reserve Flight crews receive anywhere from 24 to 72 additional flight training periods, and ground crews an additional 12 drills (UTAs) annually.

(2) Reinforcing units are individual units that are permanently associated with a larger AC organization, and which augment active Navy commissioned units and operational staffs (and some Marine Corps combat commands) with trained personnel upon mobilization. These personnel would join their AC organization to provide the capability for combat forces to operate at a wartime level of readiness for an indefinite period of time.

(3) Sustaining units are like reinforcing units in that they augment fleet and service support activities with the trained personnel necessary to provide a surge capability in order to sustain the high levels of activity required to support the deployed forces adequately. The difference is that only combat service support units are placed in this category. Most reinforcing and sustaining units do not receive additional UTAs per year for training.

b. The USNR provides 51 ships of the 579 ship Navy, plus 18 Minesweeper Hunters and 4 salvage ships. Additionally, USNR personnel upon mobilization will partially man 126 Military Sealift Command Ships. The NSR also man two Reserve Carrier Air Wings.

5. The Enlisted System. Sailors enter the Naval Selected Reserve in two ways. They either enlist directly as Sea and Air Mariners, (they may not enlist for the IRR) or enter as a service member finishing their active duty tour and fulfilling the balance of their service obligation. All accessions incur an eight year Military Service Obligation. Recruiting is done by Selected Reservists on full-time active duty (canvasser recruiters). Enlistees may enlist either to serve six years in the Selected Reserve and two years in the IRR or three years active duty, three years in the Selected Reserve, and two years in the IRR. Upon completing the initial eight year obligation, a Reservist may assume a further contractual obligation by either extending the current enlistment contract for from two to four years, or by reenlisting for two to six years.

a. Sea and Air Mariners undergo basic training and rate training (like the Army military occupational specialty (MOS) training). These sailors may complete Navy basic training (eight weeks) and then go directly to rate training at a Navy school. Sailors who have enlisted under the Sea and Air Mariner program may split their basic training and rate training in a fashion similar to the U.S. Army split option program. All basic training and initial rate training

must be conducted at an AC school. Those USNR members who have not received 12 weeks of military training (split trainees) are not mobilization assets. Although they are "Selected Reservists," they require some additional AC schooling to be deployable. The majority of USNR enlisted accessions, however, are coming into the USNR from active duty to complete their eight year obligation. Like in the Army, Navy career counselors attempt to get these sailors to join Naval Reserve units.

b. Those sailors coming from active duty and joining USNR units who do not possess the rating required for that unit may be retrained into a new rating. Rating conversion is accomplished through courses and examination; in some cases, AC schools are required.

c. Promotions in the Selected Reserve to grade E-3 are administered by local commanding officers and requirements are minimal. Advancements to E-4 and above are on a totally centralized basis administered by the Chief of Naval Education and Training (CNET), who also administers active duty advancements. Selection for advancement to E-4, E-5, and E-6 is based on a combination of factors including results of the written rating examination, enlisted evaluation reports, time in grade/service, and awards. Advancements to E-7 and above are determined by selection boards convened by the Chief of Naval Personnel/Deputy Chief of Naval Operations for Manpower, Personnel and Training, and are administered by CNET. Candidates in grade E-7 must pass the rating examination to be eligible for consideration by the selection board. Prior to being eligible to compete for examination by taking the rate examination, personnel must complete leadership and rating correspondence courses, a written leadership examination, and demonstrate hands-on skills specified in the Personnel Advancement Requirements for each rate/grade.

d. Although not required for advancement, there are numerous professional development courses available for petty officers, and attendance can enhance an individual's competitiveness in selection boards for advancement or special programs. There are leadership development courses for petty officers (E-5/E-6), chief petty officers (E-7/E-8/E-9), and the Senior Enlisted Academy (E-8/E-9), and all normally have quotas for drilling Reservists. Additionally, there occupational field training and combat skills courses ranging from one day to several months long which drilling Reservists may attend on AT or extended active duty training, upon application and acceptance. Since long periods of time off from civilian employment or school is difficult to arrange, a few courses have been modularized for drilling Reservists, and more are planned.

6. Officer System. About eighty percent of USNR officer accessions come from officers in the active Navy who are finishing their initial Military Service Obligation (MSO) or those who have completed their MSO on active duty and volunteer for the Naval Reserve. These officers have a minimum of four years active Navy experience.

a. The remaining twenty percent are direct accessions who are mostly civil engineers, doctors, nurses, allied health care professionals, supply officers, and some officers of the line. Most are direct commissioned based on civilian education and experience, and they attend a two week orientation course as their first annual training. A small number of individuals without substantial professional experience are selected for the Officer Sea and Mariner program. They attend the four month Officer Candidate School course, are commissioned, and attend some form of professional schooling followed by on the job training in the fleet. For example, Surface Warfare Officers (SWO) attend the Surface Warfare Officer School for six months, then complete approximately fourteen months to attain their warfare qualification. Naval Flight Officers (NFO) attend either one year of Flight Navigators School or one and one-half years of Flight Pilot School, followed by six months at a fleet replacement squadron before returning to the NSR. Officers may not be accessed directly from Naval ROTC into the Reserve Component.

b. After specialty training, there are a number of designator specific schools officers may attend. However, the first school after initial specialty training that all officers may attend, and which begins the Navy officer professional development schooling program, is the Naval War College Junior Course for lieutenant commanders. The two options for completion of this course are attendance at the full residence course or through correspondence. The next course, for commanders and captains, is the Naval War College Senior Course. The same options for completion of this course are available to the Reserve officer. These courses, however, are not required for promotion, so most USNR officers who take these courses are in the IRR or Standby Reserve and do so for the accumulation of retirement points.

c. Beginning with promotion to lieutenant, promotions are done by a centrally convened board. Promotions are on a best qualified basis based on a review of the officer's personnel file, and his fitness report file. The names of those selected for promotion are placed on a sequenced, numbered promotion list from which promotions are made. As with the Army Reserve, there is an "up or out" promotion policy for officers in the USNR.

7. Training Guidance. Training guidance for all units in the Selected Reserves comes from the Commander, Naval Reserve Force. The training guidance is very broad in nature and does not specify to the unit exactly how or what mission to perform. An example of the guidance might be that the Commander, Naval Reserve wants every ship and aircraft squadron to attain a C-2 rating over the next year. This broad guidance is sent to the Commander, Naval Surface Reserve Force and Commander, Naval Air Reserve Force who clarify this guidance, but it still does not tell the unit exactly what they must do to fulfill the Commander, Naval Reserve Force goals. At the unit commander level this guidance is translated into training events, both individual and collective, to accomplish the Commander, Naval Reserve Force goals. To do this, the unit commander uses two

primary sources of training information: the Surface or Air Master Training Manual, and the Reserve Billet Training Plans (RBTP) or Reserve Training Tracks (R-TRACKs). The master training manuals describe the training systems and methodologies available to unit commanders. The RBTPs or R-TRACKs describe the training the individual will need to be qualified in his/her mobilization billet. The commander uses these documents and the known training exercises that he will participate in over the year to develop his long range training plan.

8. Unit Training. Training in units is very heavily weighted toward the training of individual skills. During IDT, the focus of training for units is mostly individual training. Annual training is when units focus primarily on collective training. A commissioned unit (Reserve ship or squadron) is a separate entity (they have full equipment and personnel structure). During annual training the unit deploys with its equipment and joins the Active Force in an exercise (e.g., an entire ship and its crew join an active carrier group in an exercise). Reinforcing and sustaining units also do individual training during IDT. During AT they integrate into the unit they would join in wartime and train as part of that unit in whatever training the sponsor unit is conducting, such as fleet exercises. Reinforcing and sustaining units do not receive evaluations, while commissioned units are evaluated once every three years.

9. Individual Training. The major effort in individual training is directed toward meeting the rating or Naval Enlisted Classification requirements and any particular qualification standards for an individual duty position as specified in the RBTP or R-TRACK. This is accomplished differently for commissioned units and reinforcing and sustaining units. Since commissioned units have equipment, their training is primarily hands-on instruction done on their ship, aircraft, etc. Reinforcing and sustaining units do not have equipment, so their instruction is performed in classes conducted by full-time support instructors, by Mobile Training Teams, or by a nearby AC school. The Navy is beginning to shorten resident courses to meet Reserve Component training needs.

10. Full Time Support. The USNR has four sources of full time support - Active Navy personnel, Training and Administration of Reserves (TAR) personnel, other Selected Naval Reservist personnel on active duty, and civilian employees.

a. Personnel from the active Navy and TARs are assigned to commissioned units of the Naval Selected Reserve. They are an integral part of the unit. Active Navy personnel are also assigned to Reserve centers as instructors.

b. TARs are responsible for management, training and administration of the Naval Selected Reserve.

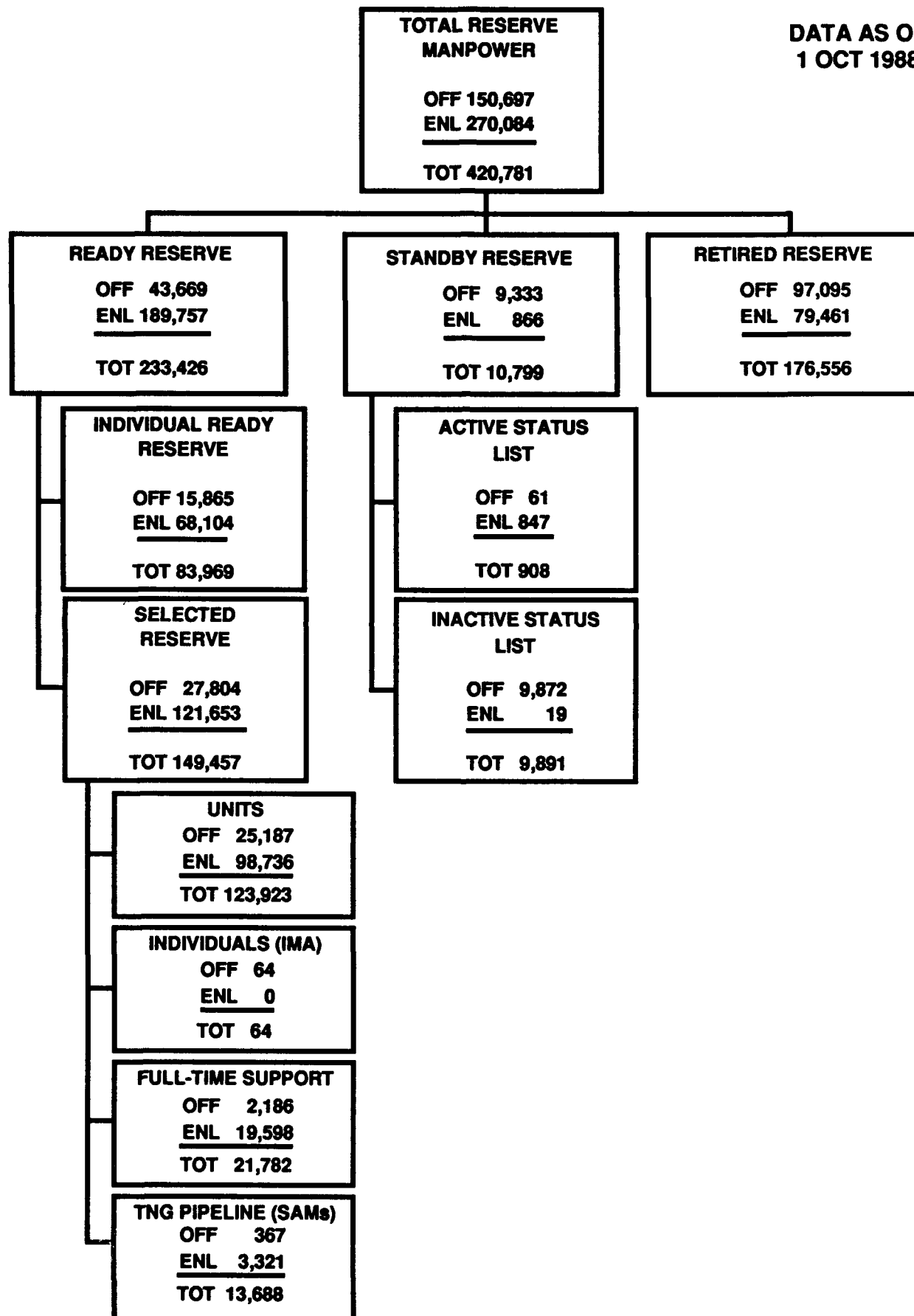
c. Selected Naval Reservists on active duty are in two categories - Recalled Selected Reservists (Title 10 Section 265 officers) and Active Duty for Special Work (ADSW).

(1) Recalled Selected Reservists are assigned to headquarters staffs and serve on active duty for up to four years (like the Army AGR program).

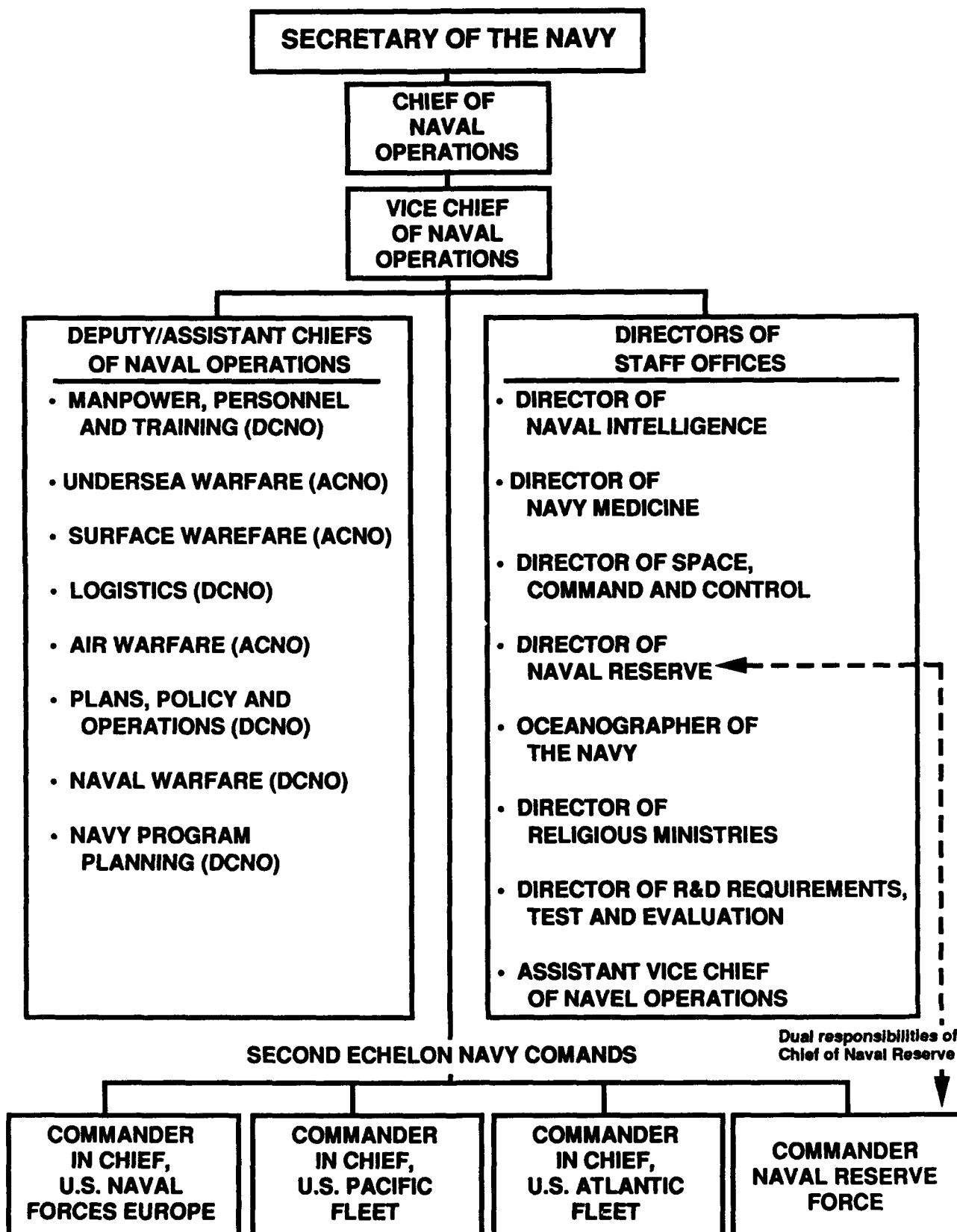
(2) ADSWs are Selected Reserve personnel on duty for 179 days to perform special work.

d. Civil Service employees are assigned at all levels supporting the USNR, performing functions from management to clerical duties.

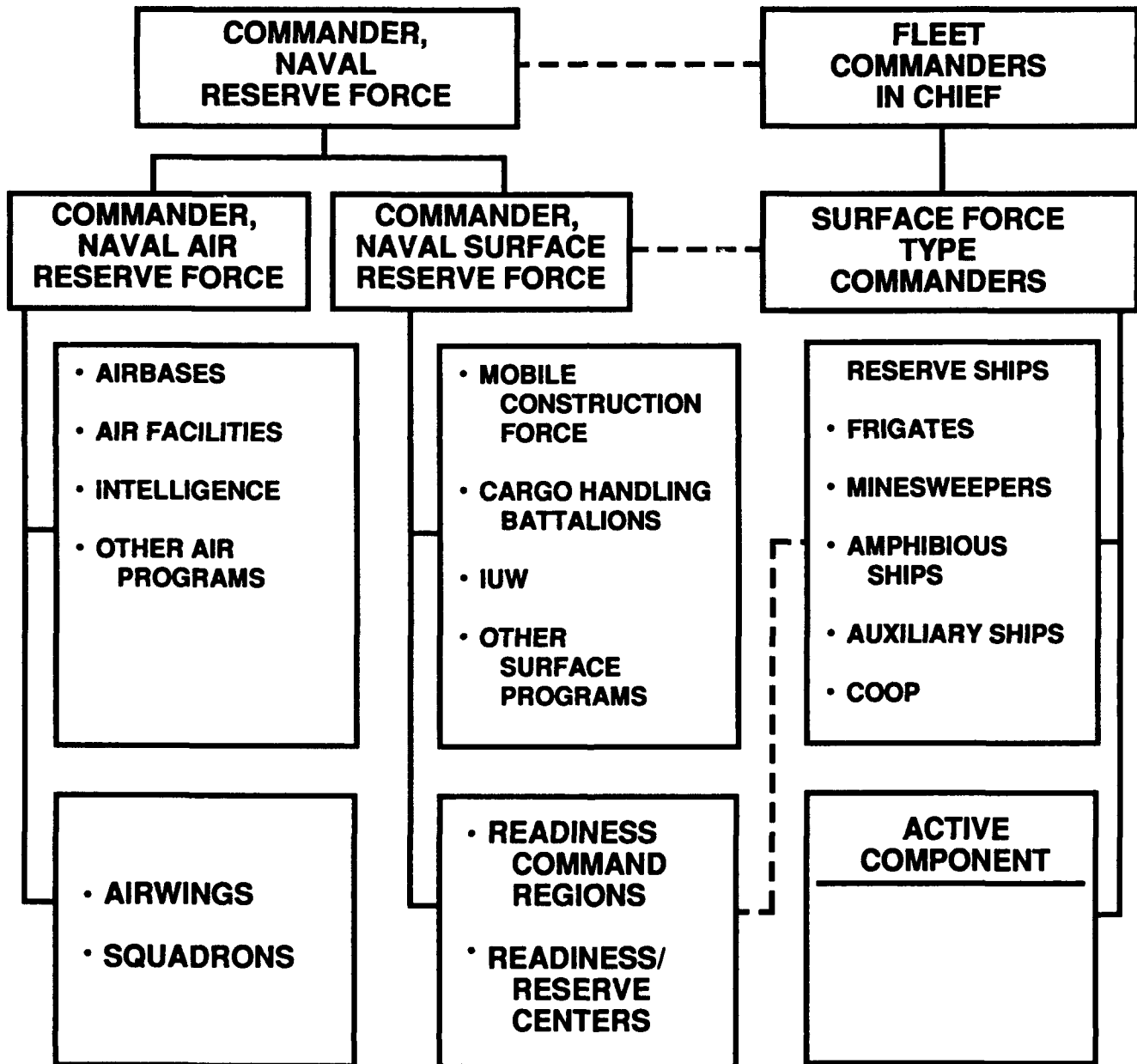
11. Mobilization. The Naval Selected Ready Reserve is on a very short (two to five days) mobilization window. Units must conduct at least one annual telephone recall test to check the validity of their mobilization systems. The Commander, Naval Reserve issues a periodic no-notice recall mobilization procedure drill at least annually for each unit. Annually, some selected units will be involved in a joint service mobilization exercise.

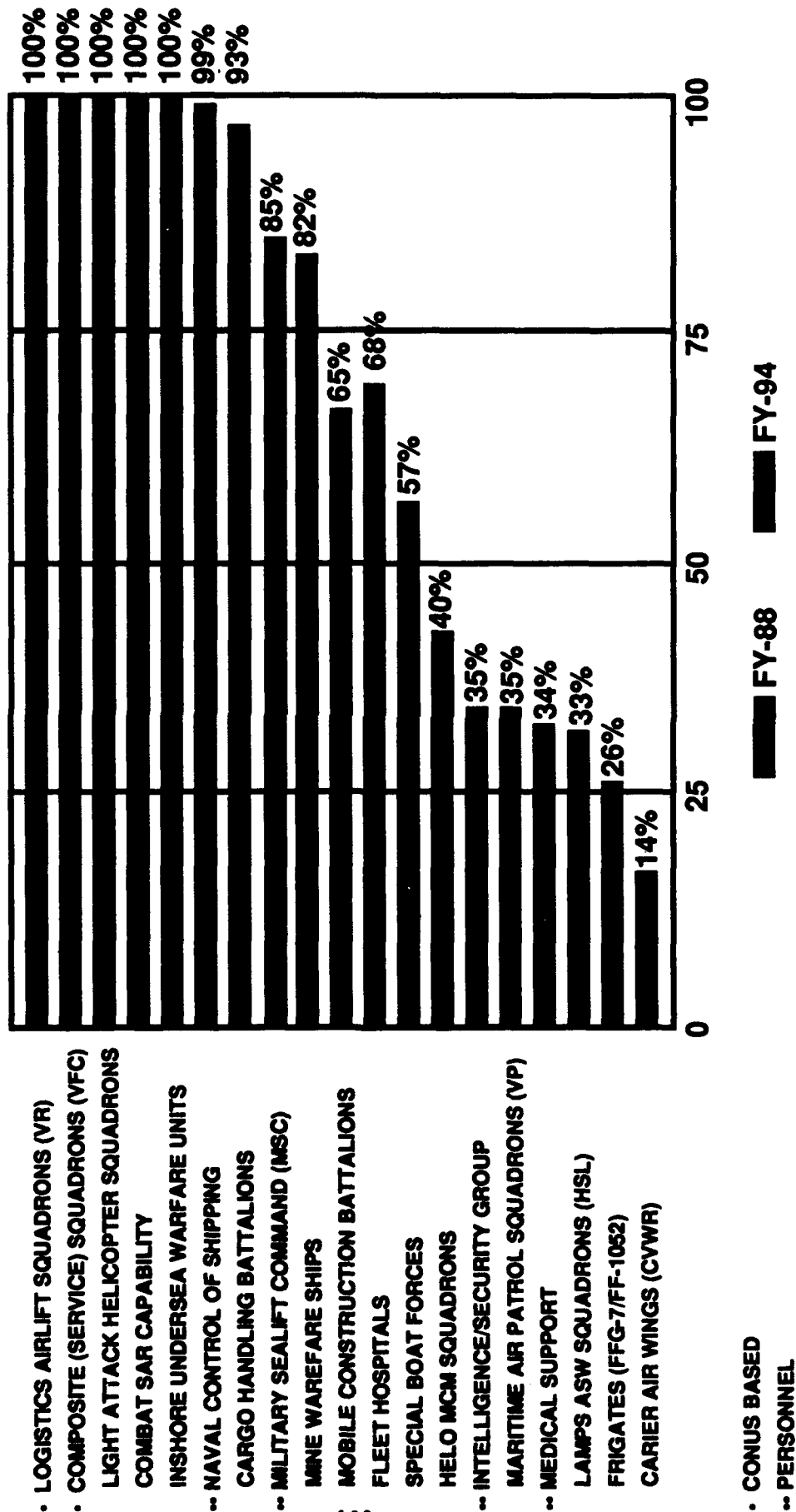
DATA AS OF
1 OCT 1988

ROLE OF THE CHIEF OF NAVAL RESERVE IN THE DEPARTMENT OF THE NAVY



ORGANIZATIONAL STRUCTURE OF NAVAL RESERVE





MAJOR NAVAL RESERVE MISSION AREAS (END FY 88)

(Percentage of Navy's Total Capability)

RC TRAINING IN THE UNITED STATES COAST GUARD

1. History. The smallest of the five armed services, and the only one with federal law enforcement authority, the U.S. Coast Guard traces its origin to the establishment of the Revenue Cutter Service on August 4, 1790. As a part of the Treasury Department, it became the U.S. Coast Guard upon the merging of the Revenue Cutter Service and U.S. Lifesaving Service in 1915. Eventually it absorbed other services such as the Lighthouse Service and the Bureau of Marine Inspection and Navigation. The Coast Guard was transferred to the Department of Transportation on April 1, 1967. On 23 June 1939, Congress established a volunteer service called the Coast Guard Reserve. This service was composed primarily of boat owners and its mission was to promote boating safety and to assist the Coast Guard with the protection of lives and property on navigable waters. On February 19, 1941 this organization was redesignated the Coast Guard Auxiliary and the present Coast Guard Reserve was established as a military service. Of the 172,000 Coast Guardsmen who served during World War II, 144,000 were reservists of whom 94,000 were on active duty. The remaining 50,000 reservists served in a non-pay part time status primarily assisting with port security. The post-war drop in funds and an undefined mission threatened the existence of the Coast Guard Reserve. In March 1949, the Navy advised the Treasury Department that it had assigned to the Coast Guard specific wartime missions. As the peacetime active service component would be inadequate to respond to mobilization, a trained Coast Guard Reserve component was needed. At the end of the Korean War, 2,561 reservists were on voluntary active duty, 1,599 volunteered for active duty during the Cuban Missile Crisis and many served in Vietnam. Today, there are 12,000 members of the Selected Reserve serving in virtually all Coast Guard mission areas.

2. Authority. The United States Coast Guard is organized under the Department of Transportation. The chain of command passes from the President through the Secretary of Transportation to the Commandant of the Coast Guard. The Chief, Office of Readiness and Reserve administers the Reserve Forces for the Commandant (see annex A). Upon declaration of war or when the President directs, the Coast Guard operates as a service in the United States Navy and continues to until the President, by executive order, transfers it back to the Department of Transportation. While operating as a service in the Navy, the Commandant answers to the Chief of Naval Operations and the Secretary of the Navy instead of the Secretary of Transportation.

3. Organization. The Coast Guard Reserve is composed of a Ready Reserve, Standby Reserve, and Retired Reserve.

a. The Ready Reserve consists of Reserve units and individual members who are liable for immediate active duty in the event of war or national emergency when proclaimed by the President or declared by Congress or when otherwise authorized by law. Most personnel in the Ready Reserve are assigned to one of two categories:

(1) The Selected Reserve consists of individual reservists in a paid drilling status. They must be able to attend 48 inactive duty training (IDT) drills and at least 12 days of active duty training (ADT) each year. Those with a military obligation are required to attend at least 90% of their IDT drills plus ADT each year and those without an obligation are required to attend at least 75% of their required IDT drills plus ADT each year. Members receive one day's base pay and one retirement point for each IDT drill performed and one day's full pay and allowances and one retirement point for each day of ADT. Selected reservists drill in one of the 332 reserve groups and units located in 45 states, territories, and the District of Columbia.

(a) Reserve Groups are established to help the district commander, Reserve unit commanding officers, and active service unit commanding officers identify and provide training and administration for members of the Selected Reserve.

(b) Reserve units are shore units of the U.S. Coast Guard whose mission is to maintain a trained Reserve to perform the duties of its mobilization assignments while simultaneously providing assistance to the active service. Reserve unit mobilization missions include port safety and security, rescue coordination, vessel augmentation, aviation, and general support.

The 12,000 members of the Selected Reserve represent approximately 24% of the total Coast Guard force.

(2) Members in the Individual Ready Reserve generally have no contractual obligation to participate in the Selected Reserve. Most are members who have completed the active duty service required of their active force enlistment or appointment, but have yet to complete their total military service obligation. The IRR therefore consists of reservists, not serving in a paid IDT status who are required by law to serve in a reserve component; and reservists not serving in a paid IDT status who have been placed in the Ready Reserve at their request. Members of the IRR may serve in a Volunteer Training Unit (VTU) in a nonpaid status. They may receive training and can earn retirement points.

b. The Standby Reserve consists of those members of the Reserve other than the Ready and Retired Reserve who are liable for active duty only in time of war or national emergency declared by Congress or when otherwise authorized by law. There are two categories of the Standby Reserve: Active and Inactive.

(1) The Standby Reserve (active status) is composed of those reservists who have not fulfilled their military obligation but who meet the eligibility requirements for such placement, members who are voluntarily placed because of a civilian course of study, are ke civilian employees, or are placed in this status for other reasons of hardship. Members in the Standby Reserve (active status) may earn retirement points and are eligible for promotion, but may not receive pay.

(2) The Standby Reserve (inactive status) is composed of Reserve officers who have completed their military obligation and request such status, have completed all requirements for retirement with pay but no longer participate and have not requested retirement, are not recommended for retention, or have failed selection twice for promotion. Only officers are in the Standby Reserve (Inactive Status) and they are not eligible for promotion, may not earn retirement points nor may they receive pay.

c. The Retired Reserve consists of those members who have retired for length of service and are entitled to receive retired pay at age 60 (RET-1), those who have retired for length of service and, having reached age 60, are receiving retired pay (RET-2), and those who have retired without entitlement to pay (RET-3). Those who are RET-1 and RET-2 may be ordered to active duty in time of war or national emergency declared by Congress if a determination is made by the Commandant that the Ready Reserve force is insufficient to meet mobilization requirements and that determination is affirmed by the Secretary for the department under which the Coast Guard is operating. Those in RET-3 have no rights or benefits as retirees and are not subject to being called to active duty.

4. Function. The mission of the Coast Guard Reserve is to provide trained and qualified units and individuals for active duty in time of war, national emergency, or at such other times as the national security may require. The Coast Guard Reserve provides the initial and primary augmentation of the active service. As of 30 September 1988, the Coast Guard had 36,899 on active duty and 12,254 in the Selected Reserve.

(1) Mobilization augmentation comes primarily in the form of force elements. Force elements, which may number from 1 to 7 personnel, train for specific mobilization functions such as maritime security, explosive loading supervision, and boat crews.

(2) The only Reserve Units which train and mobilize as an intact unit are Port Security Units (PSUs). They provide OCONUS port safety and security expertise to major OCONUS commands.

5. The Enlisted System. Enlisted personnel can enter the Coast Guard Reserve either by enlisting directly into the Reserve or by transfer upon completion of their active obligation in the active component. Recruiting is done by active component recruiters or by recruiters of the Selected Reserve while on IDT or ADT. All initial enlistments are for a period of 8 years. Those enlisting directly into the reserve component must serve in the Selected Reserve for either 6 years or 3 years, depending upon the program under which they enlisted, before they are eligible for transfer to the IRR. Upon completing the initial 8 year obligation, a reservist may assume a further contractual obligation by either extending the current enlistment contract for 1 to 4 years, or by reenlisting for 2 to 8 years.

a. Most reservists whose initial enlistment is in the reserve component enlist through the RK, RP, and RX programs.

(1) RKs are non-prior service personnel aged 17 through 25 inclusive, most of whom are full time students. They have a split phase initial active duty for training (IADT) program. They attend recruit training during Phase I and Class A School/or on-the-job-training during Phase II or their second summer of IADT. This schedule may be modified to meet student needs. Between the two IADT phases, they perform only 2 IDT drills per month at a Reserve Unit. Upon completion of Phase II they perform the IDT and ADT required of obligated personnel.

(2) RPs are non-prior service personnel aged 17 through 27 inclusive. They are required to complete recruit training and class A school during initial active duty for training.

(3) RXs are non-prior service personnel aged 26 through 35 inclusive. They are enlisted as direct petty officers, usually E-4, in ratings to which their specialized civilian skills apply. On IADT, they attend the 2 week Reserve Enlisted Basic Indoctrination (REBI) instead of recruit training. An RX enlistment contract will normally specify Coast Guard training to be completed during the initial 3 years in order for the reservist to continue in a paid drill status. Most, but not all, RXs are professionals in the areas of law enforcement, intelligence, firefighting, and information systems and thus normally enlist in the reserve specific ratings of Port Securityman (PS), Fire and Safety Technician (FS), Investigator (IV) and Data Processing Technician (DP). RXs may, however, enlist in any rating if the need exists.

b. Many enlisted reservists enter the reserve component upon completion of their active duty obligation (at least 4 years). These reservists retain their rate and rating although they are eligible to lateral to reserve specific ratings. They do not have a statutory military obligation.

c. The Reserve enlisted advancement system provides for the orderly advancement of enlisted personnel. Advancements are based on current shortages and expected attrition generated within a pyramidal structure in each rating. The overall objective is to advance the best qualified personnel to fill available vacancies. The servicewide examination is the primary method of determining advancement in the Coast Guard Reserve. Candidates who pass a servicewide examination (SWE) are rank ordered according to the advancement multiple. The multiple is based on the examination score, performance factor, time in service, time in pay grade in current rating, ADT in pay grade in current rating, and awards and medals. In order to be eligible to take the SWE the reservist must successfully complete a rating correspondence course specific for the next pay grade (this includes a proctored pass/fail end of course test) and completion of rating performance factors specific for the next pay grade as well as military performance factors for that pay

grade. The Coast Guard Reserve does not have an up or out system for enlisted personnel.

6. The Officer System. Officers in the Coast Guard Reserve, other than Warrant Officers, usually receive their commissions from one of three sources: the Coast Guard Academy, Officer Candidate School, and Direct Commission. Academy graduates can, upon completion of their active duty obligation, request transfer to the Reserve and if accepted must resign their regular commission before accepting a Reserve commission. Most OCS graduates receive a Reserve commission and, upon completion of their three year obligation, can be released from active duty and request assignment to a reserve unit. The Coast Guard Reserve encourages its enlisted personnel to pursue commissions. Those who apply to and are selected by a centrally convened annual direct commission selection board attend Reserve Officer Candidate Indoctrination (ROCI) during their annual ADT in the summer following selection. Upon successful completion of ROCI they receive Reserve commissions at the rank of Ensign or Lieutenant Junior Grade.

a. All officers are assigned experience indicators, the assignment of which is based on their mobilization duties. Their professional training is based on their mobilization duties and the requirements to qualify for the experience indicators. The requirements include specified formal training on ADT, OJT on ADT and IDT, successful completion of specified correspondence courses, and, for particular experience indicators, participation in mobilization exercises. Professional training also includes Leadership School and War and Staff College courses both resident and non-resident.

b. Beginning with promotion to LTJG, promotions are done by a centrally convened board. Eligibility for consideration for promotion is based on a running mate system with the active component. Promotions are on a best qualified system based on a review of the officer's personnel file, and the Officer Evaluation Reports. The names of those selected for promotion are placed on a sequenced, numbered promotion list from which promotions are made. The Coast Guard Reserve has an up or out promotion policy for its officers. Generally, officers who twice fail selection are either discharged or retired.

7. Training Guidance. Training guidance comes from force and program managers at Headquarters and training managers in the Headquarter's Reserve Training Division. The force and program managers determine rating performance factors, requirements for qualification codes, and force element training requirements. The training managers oversee the implementation of the requirements through reviewing and scheduling resident ADT training courses, and assisting in the development of IDT training designed to qualify individuals for mobilization in their force elements. The training guidance is very broad in nature and does not specify how to carry out training. That is left to the Reserve Group and Reserve Unit commanders. Guidance for OJT comes in the form of Commandant

Instructions such as the Boat Crew Qualification Guide (series) and Commandant Publications such as the Marine Safety Training and Qualification Guides (series).

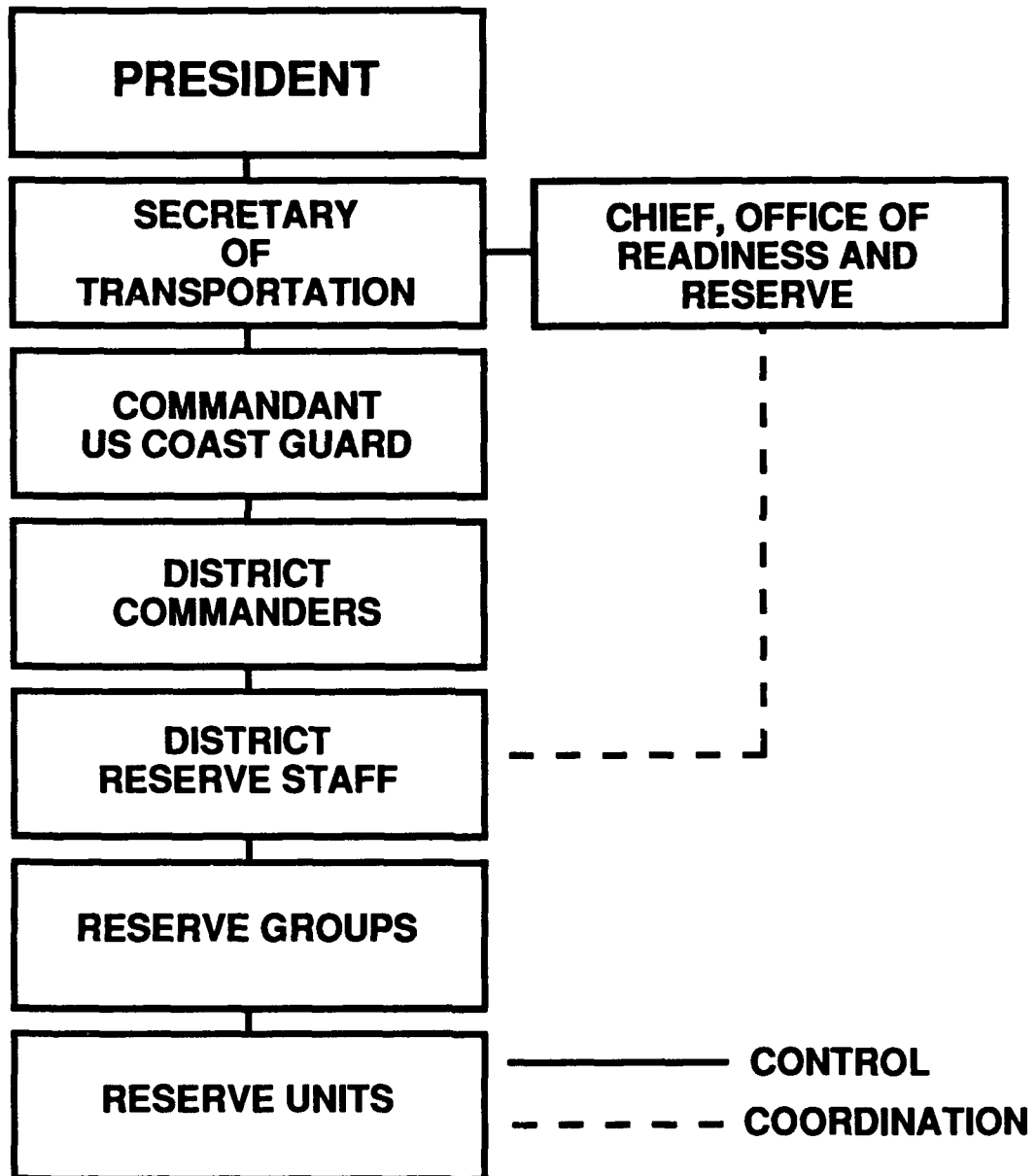
8. Unit Training. Training in the units is heavily weighted towards individual training because Reserve Units do not mobilize as separate entities but provide force elements to existing active units. The exception is Port Security Units (PSUs) which mobilize as separate entities OCONUS. PSUs engage in limited unit training on IDT, emphasizing rating and qualification code training during that time, and train as a unit on ADT approximately every second year.

9. Individual Training. The primary purpose of individual training is to qualify for mobilization in a particular force element. This is accomplished through completion of rating correspondence courses, completion of rating performance factors, completion of qualification code (for enlisted) and experience indicator (for officers) requirements, augmentation OJT on IDT and ADT, and attendance and completion of formal resident training while on ADT. The enlisted qualification codes, rating performance factors, and officer experience indicators are usually completed while on OJT. Augmentation is used because many augmentation duties approximate mobilization duties. There are now over two dozen ADT resident courses that are used to help prepare reserve officer and enlisted personnel to fulfill their mobilization duties. Attendance is based on the needs of the service and funding but on the average reservists attend formal resident training once every four years. Senior officers also attend resident War and Staff College courses.

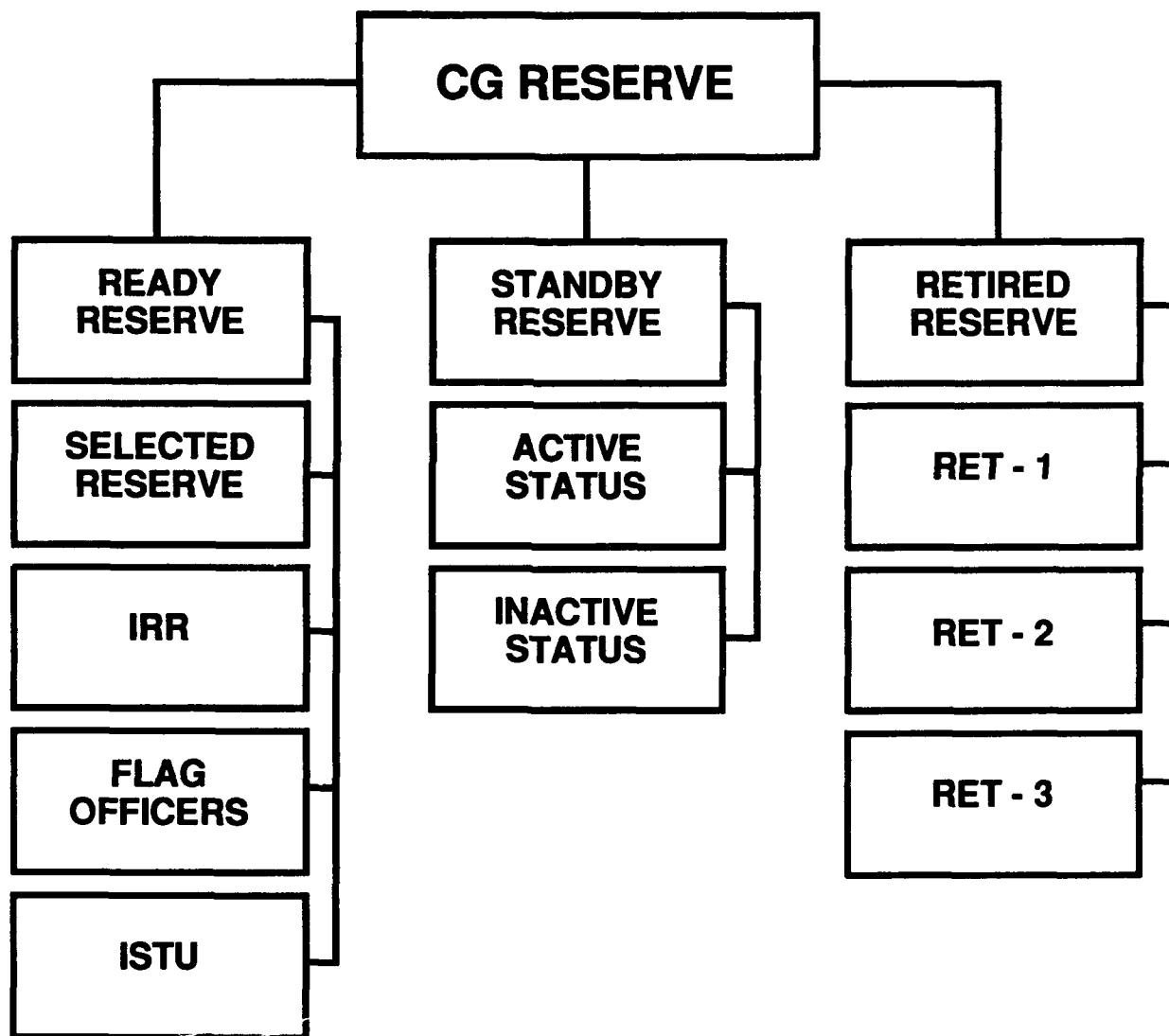
10. Full Time Support. Officers of the Coast Guard Reserve are assigned to extended active duty for the purpose of organizing, administering, recruiting, and training the Reserve components of the Coast Guard. These officers, called Reserve Program Administrators (RPAs), serve mostly at the headquarters and district level in the office of readiness and reserve. At the end of FY88, there were 80 RPAs in pay grades 0-2 through 0-6. Officers and enlisted personnel from the Selected Reserve also serve on active duty in support of the administration and training of the Coast Guard Reserve. They may be recalled for Special Active Duty for Training (SADT) for up to 360 days and usually serve at the headquarters and district level. During the summer training season, Selected Reservists augment active duty personnel at training centers on SADT as Instructors/Administrators/Support Staff (I/A/S) for periods up to 139 days. Reservists on SADT are considered to be in a training status. Officers and enlisted personnel from the Selected Reserve may also serve on temporary active duty (TEMAC) in support of nonreserve programs. Reservists on TEMAC are not considered to be in a training status.

11. Mobilization. Members of the Selected Reserve are expected to report for duty within three days of a general mobilization. Reserve Units conduct one telephone mobilization callup each year to determine the readiness of reservists to physically report for mobilization. Each year an average of 25% of Selected Reservists participate in various multi-service exercises.

CHAIN OF COMMAND FOR THE USCGR



STRUCTURE OF THE USCGR



RESERVE TOTAL FORCE CONTRIBUTIONS

DEPLOYABLE PORT SECURITY



MARINE SAFETY OFFICES



OPERATIONAL SHORE FACILITIES



REPAIR/SUPPLY/RESEARCH



COMMAND AND CONTROL



VESSELS



TRAINING COMMANDS



RC TRAINING IN THE UNITED STATES PUBLIC HEALTH SERVICE

1. History. In 1978, when President John Adams signed into law an act providing for the "care and relief of sick and disabled seamen," he could hardly have imagined just what he had wrought. That early public health measure has grown into the U.S. Public Health Service (PHS), the largest public health program in the world.

By the turn of the 19th century, the Marine Hospital Service had expanded its concerns from the health of merchant seamen and the prevention of epidemics to include biomedical research, the regulation of biomedical products, and studies of environmental pollutants. In 1889, Congress officially established the Commissioned Corps as a mobile force of physicians to assist in fighting disease and promoting health wherever needed. In 1912, to reflect its broader responsibilities, the Marine Hospital Service was renamed the US Public Health Service.

In 1918, Congress created the Reserve Corps of the US Public Health Service, allowing recruitment of health professionals in addition to physicians. By 1930, the Regular Component of the Commissioned Corps began to admit sanitary engineers, dentists, and pharmacists. During World War II, it contributed to the national defense by carrying out emergency health and sanitation efforts.

Since its inception, the PHS and its Commissioned Corps have witnessed and played a major role in virtually eliminating from American society previously deadly infectious diseases such as polio, tetanus, diphtheria, and whooping cough through nationwide immunization. Today the Corps boasts 5,487 members, 2,193 of whom are in the Regular Active Corps. There are 3,294 in the Reserve Active Corps.

Although there are civilian employees of the PHS, many of the health professionals carrying out the work of the PHS are members of its Commissioned Corps (CC). Members of the Commissioned Corps are part of the U.S. military services. Their ranks, pay scales and benefits parallel those of the other military branches. Members are required to wear uniforms some of the time and, like the rest of the military, the CC is considered a mobile corps whose members can be moved to wherever they are needed most.

In periods of war or national crisis, the President may mobilize members of the PHS Commissioned Corps and deploy them in various direct-care capacities, as required by the circumstances and the needs of the other uniformed services.

MEDICAL SUPPORT TO THE COAST GUARD

The United States Coast Guard, the smallest of the five armed forces of the United States, number 39,000 active duty personnel. The health care program supports a total beneficiary population of more than 150,000 active duty members, dependents and retirees.

Facilities and Services: The Coast Guard's health care program delivers outpatient family oriented primary care. It includes 26 shore-based medical and dental facilities staffed by Coast Guard-trained physician assistants and enlisted health services technicians and commissioned medical, dental, pharmacy and allied health services officers of the U.S. Public Health Service (PHS).

Most of the Coast Guard PHS clinics are staffed with one or two medical officers, with larger facilities billeted for four to six. Patients requiring hospitalization are referred to either Uniformed Services Treatment Facilities or civilian hospitals. There are 56 physicians in the Coast Guard, supported by physician assistants, health services technicians, and civilian specialty personnel.

The medical needs of the Coast Guard demand physicians trained to provide a broad range of health care. The majority of physicians practicing in the Coast Guard have specialty training in family medicine, but the program also has physicians trained in internal medicine, psychiatry, pediatrics, surgery, occupational medicine, and aerospace medicine.

ORGANIZATION. The 5,500 physicians and other health workers in the Commissioned Corps of the PHS perform a vast array of health functions through federal government agencies. Today the PHS includes seven agencies of the Department of Health and Human Services. Its activities cover an enormous range and its work spans not only the United States but many countries around the world.

PHS professionals are frequently assigned to challenging medical care and public health positions in other Federal programs, including the Bureau of Prisons, Environmental Protection Agency, Peace Corps, Health Care Finance Administration, Immigration Naturalization Service Health Care Program, and National Oceanic and Atmospheric Administration.

Members of the CC conduct research at the National Institutes of Health; provide health care to underserved populations, such as Indians and federal prisoners; conduct epidemiologic studies through the Centers for Disease Control; review applications for new drugs at the Food and Drug Administration; evaluate manpower needs at the Health Resources and Services Administration, to name but a few assignments.

PHS Agencies:

- o Agency for Toxic Substances and Disease Registry
- o Alcohol, Drug Abuse and Mental Health Administration
- o Center for Disease Control
- o Food and Drug Administration
- o Health Resources and Services Administration
- o Indian Health Service
- o National Institutes of Health

- o The National Institute of Health is one of the largest, most prestigious biomedical research centers in the world, conducting research in its own laboratories, funding research around the world, and communicating progress and break-throughs to the scientific community and the public.
- o The Food and Drug Administration, a regulatory agency, acts to ensure that the nation's food is safe, that human and animal drugs, biologic products, and medical devices are safe and effective, and that electronic products do not expose users to unnecessary radiation.
- o The Centers for Disease Control develops and conducts programs for disease prevention and control and health promotion, along with the education and training of health workers.
- o The Alcohol, Drug Abuse, and Mental Health Administration conducts research in its own laboratories and supports preventive activities in its task of controlling and reducing alcohol abuse and alcoholism, drug abuse, and mental and emotional illness.
- o The Health Resources and Services Administration works in cooperation with national, state, and local organizations to maintain and strengthen the supply, distribution, and utilization of health-care resources, ensuring delivery of primary and preventive health-care services to underserved populations and others with special health-care needs. HRSA provides health-care services for inmates of federal prisons and for the Coast Guard; it details Corps officers to other departments and agencies, often for duties other than health-care delivery. A good example is the detailing of Corps sanitarians and engineers to the Environmental Protection Agency. One HRSA component, the National Health Service Corps, assigns medical and other officers to isolated and underserved areas across the country, to bring health-care services to people who may have had no access to a physician or a dentist for much of their lives.
- o The Indian Health Service became the seventh agency of the Public Health Service in January of 1988. The IHS provides health care to approximately one million American Indians and Alaska natives in 34 states. The comprehensive health-care delivery of the IHS is administered both by the IHS and, through contractual arrangements with the IHS, by various tribal programs. The IHS operates 45 hospitals, 65 health centers, six school health centers, and more than 250 smaller stations and satellite clinics. The service also partially funds 33 urban Indian health projects, and its contracts with the tribal system fund the operation of six hospitals, 70 health centers, one school health center, and more than 250 smaller health stations and satellite clinics. The IHS, quite obviously, is a large-scale, comprehensive health-care delivery system whose closest counterparts in size and scope are the military health service system and the Veterans Administration [Department of Veterans Affairs as of 15 March 1989].

o The Agency for Toxic Substances and Disease Registry has the responsibility of preventing or at least limiting the adverse health effects resulting from exposure to hazardous substances in the environment.

Service in Disasters

In 1988-89, substantial progress has been made in establishing the National Disaster Medical System, which is designed to provide aid in the event of a mass casualty emergency resulting from a natural disaster or military conflict. Participating in this effort, in addition to the Department of Health and Human Services, are the Department of Defense, the Veterans Administration, and the Federal Emergency Management Agency. DHHS administers the manpower component of the system, which consists of volunteer medical response teams.

Also descriptive of the PHS mission are the initiatives and programs carried out by the following staff offices within the Office of the Assistant Secretary for Health:

o The Office of Disease Prevention and Health Promotion, as its name implies, facilitates the promotion of health and the prevention of disease among Americans by providing leadership, coordination, and support for the development of such programs within the Department of Health and Human Services.

o The National Center for Health Services Research and Health Care Technology Assessment is the federal government's principal health policy research agency, working to improve the understanding of how health care is delivered and to improve the delivery process itself.

o The Office of Population Affairs is responsible for over-all management of population research and voluntary family planning programs, adolescent family life programs, and other related activities.

o The President's Council on Physical Fitness and Sports promotes participation in exercise and sports by all Americans with the goal of improving both physical fitness and health.

Despite its many accomplishments fighting and preventing disease, the corps has attracted its share of detractors in the last couple of decades. According to Surgeon General C. Everett Koop, some people both inside and outside government have been saying there is no need for a commissioned corps of health officers.

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SECTION V.
ACRONYMS

AANT - ADDITIONAL ASSEMBLIES FOR NUCLEAR TRAINING

AAUTA - ADDITIONAL AIRBORNE UNIT TRAINING ASSEMBLIES

AC - ACTIVE COMPONENT

ACE - ARMY CORPS OF ENGINEERS

ACCP - ARMY CORRESPONDENCE COURSE PROGRAM

AD - ACTIVE DUTY

ADL - ACTIVE DUTY LIST

ADSW - ACTIVE DUTY SPECIAL WORK

ADT - ACTIVE DUTY TRAINING

AFJQS - AIR FORCE JOB QUALIFICATION STANDARD

AFTP - ADDITIONAL FLIGHT TRAINING PERIODS

AG - ADJUTANT GENERAL

AGR - ACTIVE GUARD RESERVE

AHS - ACADEMY OF HEALTH SCIENCES

AIRTEMS - ANNUAL INDIVIDUAL RESERVE TRAINING ENROLLMENT
MANAGEMENT SYSTEM

AIT - ADVANCED INDIVIDUAL TRAINING

ALO - AIR LIAISON OFFICER

AMC - ARMY MATERIEL COMMAND

AMEDD - ARMY MEDICAL DEPARTMENT

AMOPS - ARMY MOBILIZATION OPERATIONS AND PLANNING SYSTEM

AMTP - ARMY MISSION TRAINING PLAN

ANCOC - ADVANCED NONCOMMISSIONED OFFICER COURSE

ANG - AIR NATIONAL GUARD

APFT - ARMY PHYSICAL FITNESS TEST

AR - ARMY REGULATION

ARCOM - ARMY RESERVE COMMAND
 ARF - AIR RESERVE FORCES
 ARFPC - ARMY RESERVE FORCES POLICY COMMITTEE
 ARNG - ARMY NATIONAL GUARD
 ARPERCEN - ARMY RESERVE PERSONNEL CENTER
 ARRTC - ARMY RESERVE READINESS TRAINING CENTER
 ARSTAFF - ARMY STAFF
 ART - AIR FORCE RESERVE TECHNICIANS
 ARTEP - ARMY TRAINING AND EVALUATION PROGRAM
 ASA (M&RA) - ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND
 RESERVE AFFAIRS)
 AT - ANNUAL TRAINING
 ATA - ADDITIONAL TRAINING ASSEMBLY
 ATCAR - ACTIVE TRANSITION/CONVERSION - ARMY RESERVE
 ATP - ADDITIONAL TRAINING PERIODS
 ATRRS - ARMY TRAINING REQUIREMENTS AND RESOURCES SYSTEM
 AUTOVON - AUTOMATIC VOICE NETWORK
 AV - AUTOVON
 BBS - BRIGADE/BATTALION BATTLE SIMULATION SYSTEM
 BCTP - BATTLE COMMAND TRAINING PROGRAM
 BCT - BASIC COMBAT TRAINING
 BNCOC - BASIC NONCOMMISSIONED OFFICER COURSE
 BOS - BATTLEFIELD OPERATING SYSTEM
 C2 - COMMAND AND CONTROL
 CA - COMBAT ARMS
 CAPSTONE - WARTIME CHAIN OF COMMAND
 CAR - CHIEF OF ARMY RESERVE
 CAS3 - COMBINED ARMS STAFF AND SERVICE SCHOOL

CGSOC - COMMAND AND GENERAL STAFF OFFICER COLLEGE
 CINC - COMMANDER IN CHIEF (COMMANDERS OF UNIFIED AND SPECIFIED COMMANDS)
 CIOR - INTER-ALLIED CONFEDERATION OF RESERVE OFFICERS
 CNGB - CHIEF NATIONAL GUARD BUREAU
 CONUS - CONTINENTAL UNITED STATES
 CONUSA - CONTINENTAL U.S. ARMY
 CPMOS - CAREER PROGRESSION MILITARY OCCUPATIONAL SPECIALTY
 CPX - COMMAND POST EXERCISE
 CS - COMBAT SUPPORT
 CSA - CHIEF OF STAFF OF THE ARMY
 CSS - COMBAT SERVICE SUPPORT
 CTF - CONSOLIDATED TRAINING FACILITY
 CTT - COMMON TASK TRAINING (ALSO COMMON TASK TEST)
 DA - DEPARTMENT OF THE ARMY
 DAMO-TR - TRAINING DIRECTORATE, ODCSOPS, HQDA
 DARNG - DIRECTOR OF THE ARMY NATIONAL GUARD
 DMOS - DUTY MILITARY OCCUPATIONAL SPECIALTY
 DOD - DEPARTMENT OF DEFENSE
 DOR - DATE OF RANK
 DTA - DIRECTED TRAINING AFFILIATION
 EANGUS - ENLISTED ASSOCIATED OF THE NATIONAL GUARD OF THE UNITED STATES
 ECS - EQUIPMENT CONCENTRATION SITES
 EER - ENLISTED EVALUATION REPORT
 EGR - EMPLOYERS SUPPORT OF THE GUARD AND RESERVE
 EPMS - ENLISTED PERSONNEL MANAGEMENT SYSTEM
 ET - EQUIVALENT TRAINING
 ETS - EXPIRATION OF TERM OF SERVICE

FEMA - FEDERAL EMERGENCY MANAGEMENT AGENCY
 FM - FIELD MANUAL
 FORMDEPS - FORSCOM MOBILIZATION AND DEPLOYMENT PLANNING SYSTEM
 FORSCOM - FORCES COMMAND
 FTM - FULL-TIME MANNING
 FTS - FULL-TIME SUPPORT
 FTTD - FULL TIME TRAINING DUTY
 FTUS - FULL-TIME UNIT SUPPORT
 FTX - FIELD TRAINING EXERCISE
 GOCOM - GENERAL OFFICER COMMAND
 HQDA - HEADQUARTERS DEPARTMENT OF THE ARMY
 HSC - HEALTH SERVICES COMMAND
 IADT - INITIAL ACTIVE DUTY TRAINING
 IDT - INACTIVE DUTY TRAINING
 IET - INITIAL ENTRY TRAINING
 IMA - INDIVIDUAL MOBILIZATION AUGMENTEE
 ING - INACTIVE NATIONAL GUARD
 IRR - INDIVIDUAL READY RESERVE
 ITAAS - INTELLIGENCE TRAINING ARMY AREA SCHOOL
 ITEP - INDIVIDUAL TRAINING EVALUATION PROGRAM
 JRTC - JOINT READINESS TRAINING CENTER
 JRX - JOINT READINESS EXERCISE
 LTA - LOCAL TRAINING AREA
 M-DAY - MOBILIZATION DAY
 MAC - MANEUVER AREA COMMAND
 MACOM - MAJOR ARMY COMMAND
 MAIT - MAINTENANCE ASSISTANCE AND INSTRUCTION TEAMS

MATES - MOBILIZATION AND TRAINING EQUIPMENT SITES
 MCCRES - MARINE CORPS COMBAT READINESS EVALUATION
 MCRSC - MARINE CORPS RESERVE SUPPORT CENTER
 MDEP - MANAGEMENT DECISION PACKAGE
 MEC - MANEUVER EXERCISE COMMAND
 METL - MISSION ESSENTIAL TASK LIST
 MIDTP - MULTIPLE INACTIVE DUTY TRAINING PERIODS
 MILES - MULTIPLE INTEGRATED LASER ENGAGEMENT SIMULATION SYSTEM
 MOBEX - MOBILIZATION EXERCISE
 MOBSTA - MOBILIZATION STATION
 MOBTDA - MOBILIZATION TABLE OF DISTRIBUTION AND ALLOWANCES
 MORDT - MOBILIZATION OPERATIONAL READINESS DEPLOYMENT TEST
 MOS - MILITARY OCCUPATIONAL SPECIALTY
 MOSQ - MILITARY OCCUPATIONAL SPECIALTY QUALIFICATION
 MSO - MILITARY SERVICE OBLIGATION
 MT - MILITARY TECHNICIAN
 MTA - MAJOR TRAINING AREA
 MTBSP - MOBILIZATION TROOP BASIC STATIONING PLAN
 MTC - MANEUVER TRAINING COMMAND
 MTOE - MODIFIED TABLE OF ORGANIZATION AND EQUIPMENT
 MUSARC - MAJOR U.S. ARMY RESERVE COMMAND
 MUTA - MULTIPLE UNIT TRAINING ASSEMBLY
 MWOT - MASTER WARRANT OFFICER TRAINING
 NCOES - NONCOMMISSIONED OFFICER EDUCATION SYSTEM
 NEC - NAVAL ENLISTED CODE
 NET - NEW EQUIPMENT TRAINING
 NGAUS - NATIONAL GUARD ASSOCIATION OF THE UNITED STATES

NGB - NATIONAL GUARD BUREAU
 NGR - NATIONAL GUARD REGULATION
 NPS - NON-PRIOR SERVICE
 NSR - NAVY SELECTED RESERVE
 NSTD - NON SYSTEM TRAINING DEVICE
 NTC - NATIONAL TRAINING CENTER
 OAC - OFFICER ADVANCED COURSE
 OADO - OFFICER ACTIVE DUTY OBLIGATOR
 OBC - OFFICER BASIC COURSE
 O/C - OBSERVER/CONTROLLER
 OCAR - OFFICE OF THE CHIEF OF ARMY RESERVE
 OCS - OFFICER CANDIDATE SCHOOL
 OCSA - OFFICE OF THE CHIEF OF STAFF OF THE ARMY
 ODCSOPS - OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS
 ODCSPER - OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
 ODT - OVERSEAS DEPLOYMENT TRAINING
 OES - OFFICER EDUCATION SYSTEM
 OMB - OFFICE OF MANAGEMENT AND BUDGET
 OPLAN - OPERATIONS PLAN
 OPMS - OFFICER PERSONNEL MANAGEMENT SYSTEM
 ORI - OPERATIONAL READINESS INSPECTIONS
 OSUT - ONE STATION UNIT TRAINING
 PBD - PROGRAM BUDGET DECISION
 PEC - PROFESSIONAL EDUCATION CENTER
 PEP - PROMOTION ENHANCEMENT PROGRAM
 PIM - PRE-TRAINED INDIVIDUAL MANPOWER
 PLDC - PRIMARY LEADERSHIP DEVELOPMENT COURSE

PMO - PERSONNEL MANAGEMENT OFFICER
 PMOS - PRIMARY MILITARY OCCUPATIONAL SPECIALTY
 POI - PROGRAM OF INSTRUCTION
 POM - PROGRAM OBJECTIVE MEMORANDUM
 PPBES - PLANNING, PROGRAMMING, BUDGET, AND EXECUTIVE SYSTEM
 PS - PRIOR SERVICE
 RASL - RESERVE ACTIVE STATUS LIST
 RC - RESERVE COMPONENT
 RCCC - RESERVE COMPONENT COORDINATION COUNCIL
 RC TDAP - RESERVE COMPONENT TRAINING DEVELOPMENT ACTION PLAN
 RC WOTS - RESERVE COMPONENT WARRANT OFFICER TRAINING SYSTEM
 RC3 - RESERVE COMPONENT CONFIGURED COURSEWARE
 RCAS - RESERVE COMPONENT AUTOMATION SYSTEM
 REA - RESERVE ENLISTED ASSOCIATION
 RF - RESERVE FORCES
 RF SCHOOLS - RESERVE FORCES SCHOOLS
 RFPB - RESERVE FORCES POLICY BOARD
 RG - READINESS GROUP
 RMA - READINESS MANAGEMENT ASSEMBLIES
 RMP - READINESS MANAGEMENT PERIODS
 ROA - RESERVE OFFICERS ASSOCIATION
 ROPMA - RESERVE OFFICER PERSONNEL MANAGEMENT ACT
 ROTC - RESERVE OFFICER TRAINING CORPS
 RST - RESCHEDULED TRAINING
 RTS-MAINT - REGIONAL TRAINING SITE - MAINTENANCE
 RTS-MED - REGIONAL TRAINING SITE - MEDICAL
 RTU - REINFORCEMENT TRAINING UNIT

SARCA - SENIOR ARMY RESERVE COMMANDERS' ASSOCIATION
 SDAP - SPECIAL DUTY ASSIGNMENT PAY
 SIDPERS - STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM
 SMCR - SELECTED MARINE CORPS RESERVE
 SIMNET - SIMULATIONS NETWORK
 SL - SKILL LEVEL
 SMC - SERGEANTS MAJOR COURSE
 SMP - SIMULTANEOUS MEMBERSHIP PROGRAM
 SNCOC - SENIOR NONCOMMISSIONED OFFICER COURSE
 SOF - SPECIAL OPERATIONS FORCES
 SOJT - SUPERVISED ON-THE-JOB TRAINING
 SQT - SKILL QUALIFICATION TEST
 SRCT - STRATEGY FOR RESERVE COMPONENT TRAINING
 SSBSC - SENIOR SERGEANTS BATTLE STAFF COURSE
 SSS - SELECTIVE SERVICE SYSTEM
 STARC - STATE AREA COMMAND
 STRIPES - STANDARD TRAINING REQUIREMENTS IDENTIFICATION AND ENROLLMENT SYSTEM
 SWOT - SENIOR WARRANT OFFICER TRAINING
 TACP - TACTICAL AIR CONTROL PARTY
 TADSS - TRAINING AIDS, DEVICES, SIMULATIONS, AND SIMULATORS
 TAG - THE ADJUTANT GENERAL
 TAP-DB - TOTAL ARMY PERSONNEL DATA BASE
 TDA - TABLE OF DISTRIBUTION AND ALLOWANCES
 TDR - TRAINING DEVICE REQUIREMENTS
 TEN IN TEN - (10 IN 10) TEN DIVISIONS DEPLOYED IN TEN DAYS
 TIMIG - TIME IN GRADE
 TIS - TIME IN SERVICE

TMR - TRAINING MANAGEMENT REVIEW
 TOE - TABLES OF ORGANIZATION AND EQUIPMENT
 TPDC - TRAINING PERFORMANCE DATA CENTER
 TPU - TROOP PROGRAM UNIT
 TRADOC - TRAINING AND DOCTRINE COMMAND
 TTAD - TEMPORARY TOURS OF ACTIVE DUTY
 TVT - TELEVISION TRAINING
 UEI - UNIT EFFECTIVENESS INSPECTION
 USAFR - U.S. AIR FORCE RESERVE
 USAR - U.S. ARMY RESERVE
 USARC - U.S. ARMY RESERVE CENTER
 USAREC - U.S. ARMY RECRUITING COMMAND
 USARF SCHOOL - U.S. ARMY RESERVE FORCES SCHOOL
 USASMA - U.S. ARMY SERGEANTS MAJOR ACADEMY
 USMCR - U.S. MARINE CORPS RESERVE
 USNR - U.S. NAVY RESERVE
 UTA - UNIT TRAINING ASSEMBLY
 VCSA - VICE CHIEF OF STAFF OF THE ARMY
 VTU - VOLUNTARY TRAINING UNIT
 WESTCOM - WESTERN COMMAND
 WOAC - WARRANT OFFICER ADVANCE COURSE
 WOCS - WARRANT OFFICER CANDIDATE SCHOOL
 WOEC - WARRANT OFFICER ENTRY COURSE
 WOSC - WARRANT OFFICER SENIOR COURSE
 WOTTCC - WARRANT OFFICER TECHNICAL/TACTICAL CERTIFICATION COURSES
 YTP - YEARLY TRAINING PLAN